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# ANNUAL REVIEW 1981







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Opening statement by the  
Honourable Larry Grossman

At the estimates of the  
Ministry of Industry and Tourism  
December, 1981







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*On the cover: a computer researcher; employees at Atomic Energy of Canada Limited; working in the province's steel manufacturing; making high-tech optical equipment; a model of Toronto's proposed convention centre; and visitors enjoying Ontario's hospitality.*





For three years I have been minister of Industry and Tourism and have been gratified to see the development of the ministry and its programs during this period.

In opening my estimates this year, I want first to acknowledge the important support and innovative assistance I have received during these years from my personal staff but particularly from the ministry's civil servants. I also wish to introduce our deputy minister, Bernard Ostry, who will be playing a major role in helping Industry and Tourism address, effectively and imaginatively, the complex issues confronting us in the years ahead.

In the face of much bleak news Ontario continues to be the manufacturing heartland of Canada, despite the restructuring that has occurred in some sectors. Today we account for 49 percent of the manufacturing activity of all of Canada. This is both a blessing and from time to time a problem for our people.

The world economic situation and high interest rates have created difficulties for our manufacturing community. Inevitably there has been a degree of retrenchment in some of our traditional industries as a result of international and domestic factors.

By most indicators used to measure a modern industrial society, Ontario has been fortunate compared with other jurisdictions. Our gross provincial product in 1979 led all other provinces at \$101.6 billion. In October of this year 114,000 more people were working than last year and more than 450 companies announced new manufacturing projects in excess of a half-million dollars during 1979 and 1980.

But I am not going to dwell on these

encouraging signs — attractive as they may be — because I want to emphasize our great concern about some unhappy events in the industrial sectors of this province during the same period.

Business failures, closings and layoffs have a human dimension which is particularly distressing to those of us who believe in the dignity of labour and the right of all Canadians to find self-fulfilment within our democratic society.

Our objective must be and is to do the best we can within the mandate we have as a ministry of one province within a larger Canadian and world community of industrial nations.

Our business and labour communities will to some degree always be vulnerable to forces outside our control. That is certainly the situation today in an industrial world struggling against deepening recession, with a federal government seemingly incapable of providing the incentives and national framework for economic growth.

The challenge for us is to take every innovative step possible within our jurisdiction to ameliorate the problem and to try to ensure as healthy and stable an economic climate for our entrepreneurs in Ontario so that the people of the province will continue to have the opportunities which ensure a rich quality of life.

In light of this province's strengths and the world economic challenges, I would like to outline the highlights of my ministry's initiatives during the past year and some of our priorities for the future within these broad categories:

- strengthening our traditional base;
- selected emerging sectors; and
- facing some broad economic issues.





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# STRENGTHENING OUR TRADITIONAL BASE

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## 1 Automotive

The impact of the worldwide rationalization of the automotive industry on Canada is significant to Ontario.

As a result of this rationalization, the Canadian industry is experiencing difficult structural adjustments similar to those in every advanced industrial country other than Japan. These adjustments, combined with a deep cyclical downturn, are costing thousands of people in Ontario their jobs.

It is critical that we develop greater automotive expertise, both as a competitive location for vehicle assembly serving the North American market and as a major supplier of parts and components for world markets.

Ontario has the material resources, in the plastics, aluminum and steel industries, required to support a strong world presence in the automotive industry. In the past two years, there have been 67 plant expansions and conversions in Ontario's auto sector.

This province has pursued a number of strategies to help the auto and auto-parts sector adjust to new world requirements, in spite of the fact that we depend in large measure on federal government policies, particularly under the Auto Pact.

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### Ontario's initiatives

To assist our auto producers in facing the increasing pressures expected in the 1980s and to enhance the long-term competitiveness of the auto-parts industry, the ministry will establish an automotive parts technology centre. Funds will be allocated by BILD to provide productivity services, an information centre, training and education, and testing facilities for small-

medium-sized auto parts manufacturers.

The ministry has also pursued several initiatives to help the industry maintain its position in the commercial world:

- Through the Employment Development Fund we provided \$25.2 million in grants, guarantees and loans, which encouraged \$261.8 million in private investment and created 4,621 new jobs over the last two-and-a-half years;
- During the period from April 1, 1980, to Oct. 31, 1981, the Ontario development corporations provided 30 loans and guarantees totaling \$6.9 million to create an estimated 726 new jobs;
- We led the largest trade mission ever from Ontario to SITEV Geneva, the European auto industry marketplace;
- We secured the first North American location for the SITEV America show and, based on the show's success, have it returning next year;
- We retained Patrick Lavelle, head of the Automotive Parts Manufacturers' Association of Canada (APMA), to direct our Paris office in securing European business and promoting the duty remission program;
- We encouraged Volkswagen to select Ontario as the best location for its Canadian plant; this initiative will result in 500 direct jobs, \$102.2 million direct investment resulting in export sales of \$95 million from the new Barrie plant, plus \$165 million in exports from other Canadian auto-parts suppliers;
- We hired Hayao Yazawa, a former executive of the Japanese auto industry, to advise us in additional methods of attracting Japanese investment and business for our auto-parts industry;
- We are currently engaged in negotiations with

the federal government, Chrysler Canada and Perkins Limited to produce diesel engines in Windsor, Ont.; and

- We have been a leading and vocal advocate for the auto sector in negotiations with the federal government including identifying changes needed in the Auto Pact.

Although the difficulties facing the industry at this time are great, we are confident that, with the assistance of the car makers, particularly General Motors of Canada, and of the APMA, government and the industry can work together to meet the challenge.

## 2 Textiles and clothing

In 1980 alone, Canada imported \$1.6 billion in textiles and \$798 million in clothing. Today, per capita imports of textiles and clothing into Canada exceed those of the United States, the European Common Market or Japan.

With shipments totaling \$3 billion, Ontario's textile and clothing industry represents about 25 percent of Canada's clothing industry and 40 percent of its textile industry. This sector employs 65,000 people, many in areas of the province where employment alternatives are not plentiful.

### Ontario's initiatives

A major initiative by this government was the Ontario textile assistance program (OTAP), which was designed to help firms improve competitiveness through modernization, improved productivity and product quality.

Under this program, \$5.4 million in grants was provided through the Employment Development Fund supporting \$71.4 million in investment. The program has helped create 212 jobs.

In addition, through the Employment Development Fund we provided another \$1.3 million in grants, supporting \$31.9 million in investment to help create 339 jobs. This was non-OTAP funding.

We also helped firms gain access to computerized pattern grading at the Ontario Research Foundation to improve productivity.

Ontario has also been an advocate for the textile and clothing sector to the federal government in the renegotiations of international agreements governing this area.

## 3 Forest products

Forest products is one of Canada's leading sectors. It not only represents a significant portion of our

Gross National Product but it also constitutes our leading exporting sector.

Nationally, the industrial output of the forest products industry was estimated at more than \$20 billion in 1979. Of this income, fully half was derived from exports.

### Ontario's initiatives

Ontario's pulp and paper firms are undergoing massive plant modernization, which will secure employment and exports for the future, maintain competitiveness, increase productivity, meet environmental guidelines and generate economic activity in Canada through domestic sourcing.

This modernization results from a \$118.8-million provincial incentive program to encourage pulp and paper operators to commit contractually to a fundamental plant-modernization plan. The federal government followed our lead and provided an additional \$60 million toward the fund.

Today, nine of Ontario's 13 pulp and paper firms have successfully concluded agreements for capital program incentives to generate:

- more than \$1.5 billion in capital expenditures at 20 Ontario pulp and paper mills by the end of 1984, of which 89 percent will be new private investment;
- significant improvements in mill efficiency and productivity;
- compliance with environmental pollution abatement requirements;
- economic activity of more than \$1.3 billion, or 85 percent, within Canada; and
- security for 15,508 jobs for pulp and paper workers.

As of January, 1981, expenditures and commitments relative to this program included \$269 million used for purchases within Ontario, \$141 million spent in other Canadian provinces and \$61 million used for foreign equipment purchases.

## 4 Food and beverage processing

Food and beverage processing is one of the largest manufacturing sectors in Canada. In Ontario alone it is a \$10-billion business annually.

Serving well over 90 percent of a domestic market worth about \$27.9 billion a year, this sector employs 85,000 men and women in Ontario.

However, in 1980, Ontario's imports in agricultural and food products amounted to \$2.33



billion while exports totaled \$1.32 billion — a billion-dollar deficit.

While forty percent of Ontario's total agricultural and food imports could be replaced by domestically grown and processed products, significant productivity improvements would be required.

On the export side, Ontario's performance could be improved if food and beverage processors could penetrate the markets that exist, potentially, for certain Ontario products in Europe, the Middle East and some newly industrialized countries such as Brazil and South Korea.

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## Ontario's initiatives

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To help this important sector capture more of Canada's domestic market, Ontario has provided \$27.6 million in loans, guarantees and grants through the Ontario development corporations and the Employment Development Fund during the past 15 years.

Last January, BILD initiated a \$20-million, five-year aid program for this sector, which will be co-ordinated by my ministry, in co-operation with Agriculture and Food. Already \$4.4 million worth of projects has been announced to enable companies to modernize and expand their operations, including a five-year planting program for clingstone peaches and assistance for a controlled-atmosphere storage program.

A \$4-million allocation will support \$20 million in private investment at Canada Packers Inc. to provide a canola crushing operation. This facility opens a new crop opportunity for Ontario farmers.

## 5 Tourism

The tourism industry is strengthening its position as the second largest industry in Ontario, behind only the manufacturing sector, in terms of employment and provincial tax revenue.

In 1980, total tourism-related expenditures were about \$7.6 billion and generated more than \$1.2 billion in provincial tax income. Residents of Ontario spent seven out of 10 of those tourism dollars.

This year Ontario's tourism industry is experiencing its best year ever.

For 1981, total tourism revenues are estimated to rise by 16 percent to \$8.8 billion, generating more than \$1.3 billion in provincial tax revenues.

Travel to Ontario from outside Canada in the first nine months of this year increased 8.2 percent over the same period in 1980 — nearly 25 million people came to Ontario in the first nine months of 1981.

The largest gain was in travel from the United States, at 8.8 percent. There was a 2.2-percent

increase in visitors traveling by car and staying one or more nights, the first substantial gain since 1973.

In addition, the September year-to-date figures show a reduction of 2.5 percent in the numbers of Ontario residents returning from travel in the United States.

Present world trends indicate that tourism will be the leading industry by the year 2000. Decreased family size, increased disposable incomes and the energy situation all suggest that more Ontario residents will choose to holiday at home. Direct-destination and non-auto vacations by both domestic and foreign tourists will also increase. To meet the demands of a changing market, operators of tourist establishments, hotels, motels, restaurants, resorts and attractions such as Ontario Place are planning for the future.

The worldwide tourism market has been estimated to be worth \$120 billion by 1990. Recognizing this, the Ontario government is taking steps to ensure that we share fully the bright prospects in a generally difficult economic period.

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## Ontario's initiatives

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In May of 1980, my ministry launched a major marketing campaign under the banner of "Ontario — yours to discover!" This international, multimedia promotion aims to maintain the upward trend of tourism in the province by increasing traffic and spending by visitors from markets with the highest growth potential.

The campaign has been a major success. A study of Ontario residents found a 78-percent awareness level of the "Ontario — yours to discover!" theme nine months into the program, compared to 80 percent awareness of the "I love New York" theme, after three years of the program. The latest studies commissioned by the ministry revealed that the "Yours to discover!" theme is now recognized by 63 percent of Americans in 11 key U.S. market areas.

Ontario's tourism marketing program is one of the most comprehensive and successful in the world. The ongoing program of \$9.6 million provides for more than 40 publications devoted to events, attractions and accommodation and an extensive variety of promotional items featuring important Ontario tourist destinations.

This major marketing campaign includes world-class advertising throughout the province, the United States and major markets abroad in English, French, German, Dutch and Japanese. In fact, in November our agency, Camp Associates Advertising Limited, was awarded three major international television awards for our tourism advertising. For the third time this marketing

effort represents the most ambitious tourism campaign in North America.

In 1981 this program includes the following:

- A special \$2-million supplement was provided for a television campaign and a newspaper insert, promoting Ontario as a travel destination, in homes in 11 key American markets within driving distance of Ontario — Buffalo, Cleveland, Chicago, Detroit, Duluth, Lansing, Minneapolis, Milwaukee, Rochester, Syracuse and St. Paul. The response in telephone inquiries and reservations was extensive;
- A similar spring supplement went to three million Ontario homes;
- A winter attractions magazine was mailed to three million Ontario homes in January, 1981;
- For winter of 1981-82 an expanded winter magazine will be distributed to Ontario homes through 42 newspapers;
- Our well-publicized tourist information service received 1,133,000 inquiries from Jan. 1 to Oct. 31, 1981. This represents a 27.8-percent increase in volume over a similar period last year. During the peak summer period, an average of 13,500 inquiries were handled each day;
- To improve our service we opened new centres in The Eaton Centre in Toronto, Canada's Wonderland, West Lorne and Odessa, replaced the existing centre in Niagara Falls and remodeled the centre in Barrie. We expanded the service time of the Fort Erie, Windsor Bridge and Hawkesbury centres to full-year and opened a travel-counseling service in Ontario House in London, England;
- We led travel trade missions to world-class travel trade shows in Canada, England and Germany;
- In 1981, we helped more than 200 travel journalists from Canada and abroad promote Ontario's attractions;
- We expanded our travel information services to French-speaking tourists by publishing all materials in French, expanding the French-speaking travel counseling service and introducing and promoting a French telephone inquiry service;
- To promote the tourist value of our provincial parks, the ministry worked with Natural Resources to develop a full parks-promotion program; and
- Beginning this year, Ontario licence plates will bear the "Ontario — yours to discover!" theme.

## *Using technology to help tourists*

Another major initiative in our tourism program is the introduction of new technology:

- To upgrade the reservation service, we are looking at the feasibility of establishing a centralized computer reservation system designed to make the industry competitive internationally, to spread traffic to underutilized areas and to enlist travel agents directly as Ontario sales people;
- My ministry is also assessing the feasibility of introducing a computer system to gather, store and retrieve information on tourism accommodation and attractions; and;
- Through BILD, we will spearhead an \$11-million program to spread Telidon communications technology throughout the Canadian economy with travel information as the key data base.

## *Resources for tourist operators*

Consultants in 18 field offices and at head office helped operators and developers analyze potential tourism sites and provided data for feasibility studies. They also offered guidance in effective operational procedures, in-house training for management personnel and staff in contact with the public, market data and analysis, financing advice, assistance in preparing and distributing promotional material, and presentations to other government agencies to ensure tourism development plays a key role in local plans.

Initiatives this year included:

- the introduction of a service brochure, promoting ministry assistance available for tourist operators;
- the introduction of a guide to using marketing to increase profits, specifically designed, in conjunction with the Northern Ontario Tourist Outfitters Association (NOTO), for tourist operators;
- joint industry-ministry seminars on marketing;
- assistance to NOTO in northern land-use issues to ensure that the importance of tourism as a business is understood;
- financial and staff support to assist NOTO in publishing its directory of accommodation; and
- more financial incentives to travel associations to prepare more-effective marketing plans and to gain professional marketing advice.



# Tourism development

The quality and variety of Ontario's accommodation and attractions are essential to keeping our tourism business growing.

Under the federal-provincial Eastern Ontario Subsidiary Agreement, \$4 million has been provided to assist with feasibility studies, selected capital infrastructure, events and historical restoration costs associated with tourism-development projects of regional significance. Ontario shares costs equally with Ottawa.

Under the federal-provincial Northern Development Subsidiary Agreement, \$3 million has been allocated for marketing, travel generators and planning studies associated with tourism.

However, the federal government's share of the two above agreements represents less than two percent of their development dollars for the tourism industry in Canada. We have now been negotiating a third agreement and have found a lack of federal interest in tourism needs.

My colleague, the Honourable Frank Miller, and I are working together to ensure that Ontario receives a fair percentage of the cross-Canada program.

In addition, our Tourism Redevelopment Incentive Program (TRIP), implemented in 1979, guarantees loans up to \$500,000 and provides an interest-rate subsidy of 5 percent, decreasing to zero over a 10-year period. Guarantees of more than \$27 million have enabled 83 establishments to develop or upgrade facilities, supporting \$57 million in total investment. This program has been extended to 1984.

Planning for future development is essential to the success of new tourism operations. Through our studies assistance program we help operators, developers and municipalities pay for market and financial feasibility studies.

Such projects have included a market study for King Mountain, a traffic and parking study in Niagara Falls, a feasibility study for an attraction in Cornwall and an excursion train proposal in Haliburton.

Major new tourism developments have also benefited from the BILD program. Initiatives approved to date represent more than \$70 million and include:

- a review of the Canadian National Exhibition in Toronto and the Central Canada Exhibition in Ottawa to determine future development;
- the provision of \$27 million for a new Metropolitan Toronto convention centre and \$10.8 million for a new Ottawa convention centre, leveraging additional public- and private-sector investment;
- a grant of \$9.2 million for infrastructure

assistance in support of a year-round, world-class destination resort to be built at King Mountain by 1983; and

- supplementary funds of \$4 million to support the Ministry of the Environment's \$8-million grant to develop the sanitary sewage and waterworks systems required to spur recreational development in the Craigeith/Blue Mountain area.

In addition to BILD initiatives the government has supported the Hamilton convention centre with \$5 million in financial assistance, about one-third of the cost.

## Upgrading accommodation

The Tourism Ontario accommodation grading program has been developed jointly by Tourism Ontario and my ministry in response to a demand for consistent, reliable accommodation. Last year, my ministry provided \$260,000 to fund Tourism Ontario's program.

We anticipate that grades for about 600 properties will be published by next spring in our accommodation guide.

My ministry also introduced a \$5.5-million program, funded through BILD, to help tourist establishments upgrade their facilities. This two-year program will help provide incentive financing for improvements recommended by Tourism Ontario in its grading reports.

While the grading assistance loans are available on a one-time basis, the development corporations will continue to provide assistance for other tourism projects under their regular financing programs.

## 6 Small business

The fastest growing sector of our economy is still small business. It is now well known that during the past several years, small businesses in Ontario have contributed to the creation of more new jobs than larger firms have. The 240,000 small enterprises in our province account for 40 percent of our total employment.

However, in a period of western industrial recession, smaller firms are particularly vulnerable. High interest rates and lack of sufficient capital are taking a toll on our smaller companies.

## Ontario's initiatives

Often the ongoing assistance that the government provides, through loans, guarantees, advice or advocacy, is not as well publicized as the selective assistance to large companies. Yet smaller firms remained the prime beneficiary of government

programs and assistance throughout the year, and we will continue the commitment to build jobs and sales in the small-business sector of Ontario.

Although almost all my ministry's initiatives have a benefit to the small-business sector in Ontario, some programs are specifically designed to help smaller firms:

- Under our Technological Assessment and Planning Program (TAP), the Ontario government pays up to 90 percent of the cost of research and development and technical assessment work performed for small businesses by the Ontario Research Foundation and other research organizations. We pay up to \$3,600 per firm. In the fiscal year 1980-81, 30 Ontario small businesses benefited from this program, receiving a total of \$102,300 for preliminary technical assistance and planning studies;
- The provincial initiatives to create technology centres specializing in auto parts, biotechnology, microelectronics, resource machinery and computer-aided design will have particular benefits for smaller firms that cannot afford their own technology expertise;
- Our Program to Encourage Product and Process Innovation (PEPPI) provides inventors or small-business entrepreneurs with financial assistance up to \$10,000 to build a prototype of an invention to prove its feasibility. In the fiscal year 1980-81, 35 entrepreneurs received a total of \$349,100 in assistance;
- The Product Development Management Program (PDMP), co-sponsored by the government of Ontario and Design Canada, focuses on products that can be exploited commercially within 12 months of project completion. Grants of up to \$20,000 on projects involving a maximum of \$25,000 are available. Combined funding is 75 percent of eligible costs. In the fiscal year 1980-81, 33 companies across Ontario received assistance totaling more than \$580,000 toward the acquisition of outside product-design capabilities;
- In fiscal 1980-81, industrial engineering experts from my ministry provided advice and assistance in such areas as facility design, assembly methods, control-information design and management-information systems to 316 small secondary manufacturers in Ontario;
- Promotional assistance helps companies with innovative products to produce effective promotional materials and acquire skilled marketing expertise from the private sector. The Ontario government pays 50 percent of the cost, to a maximum of \$7,500 per company. In fiscal 1980-81, 104 small firms received assistance totaling about \$657,000 under this program;
- My ministry has increased its marketing consulting services by expanding our team of consultants. In fiscal 1980-81 we provided guidance and counseling to 400 small Ontario businesses under this program;
- We created a special marketing-to-government consulting service and distributed a government purchasing directory to 35,000 small businesses across the province;
- The small business management development program is designed to improve the management techniques of small-business operators. Ministry consultants host public meetings with business operators in small communities; private consultants are engaged to provide one-on-one consulting services over a six-month period. In the fiscal year 1980-81, 20 communities were assisted in northern and eastern Ontario. Due to demand, the program has been extended to cover all Ontario;
- To help small firms find skilled people, the ministry provides employers with a domestic and international skill search. The program also encompasses advice and assistance with regard to manpower planning and skills training. In fiscal 1980-81, 2,887 employers requested assistance, 73 of them requiring recruits from overseas; imported skills totaled 883 and 8,092 jobs were created for Canadians;
- Many small businesses have problems that can be solved with the assistance of a consultant for a limited time, rather than a full-time employee. The small-business assistance program provides a good-quality, low-cost consulting service through 12 Ontario universities. In 1980, 276 senior commerce and business administration students worked on 1,746 assignments. Retail and service businesses accounted for more than two-thirds of the firms assisted, mainly in the marketing, accounting and financial areas;
- To help firms determine where to go for information, we distribute a directory called *Starting a Small Business in Ontario*. More than 40,000 copies a year are distributed on requests from firms. We are now going to make it available through chartered banks and chambers of commerce;
- Our field staff at 18 offices and our head-office specialists are meeting more firms, offering our assistance. Also, the Ontario Chamber of Commerce and my ministry have agreed to act as joint partners in the dissemination of information across the province. Already 33



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chambers of commerce are part of the business information centre program particularly designed to reach the retail and service sectors;

- We have introduced a new community-based approach to professional counseling. We have conducted three major counseling sessions, one in Kingston, one in St. Catharines and one in Thunder Bay, as experiments in delivering professional services. More than 400 people attended the three seminars to talk with experts in financing, marketing and operations;
- Through our new taxation seminars, run in conjunction with the small-business assistance projects at 12 post-secondary schools, we have made first-class professional taxation advice available to more than 450 business people in 27 locations across the province.

## Financial assistance

My ministry provides counseling assistance to small-business owners to enhance their ability to direct the financial operations of their firms. In the fiscal year 1980-81, ministry consultants worked with 246 small businesses across the province, broadening their financial know-how and assisting them with the development of financial information systems.

The Ontario development corporations offer supplementary financial assistance on a selective basis, for development or expansion by small businesses when adequate funding through other sources is not available on reasonable terms and conditions.

In the fiscal year 1979-80, 385 term loans and guarantees were approved, with a commitment of \$59.7 million. Companies estimated that more than 8,650 new jobs will be created from these investments during the next five years.

Last fiscal year, the program was accelerated. Between April 1, 1980, and March 31, 1981, 649 loans and guarantees totaling \$108.7 million were approved for businesses in Ontario. More than 14,600 new jobs will be assisted during the next five years as a result of these loans. Between April 1, 1981, and Oct. 31, 1981, 397 loans and guarantees have been approved for assistance totaling \$63.2 million. Under BILD, two community development corporations (CDCs) were formed to assist local entrepreneurs through counseling, provision of technical expertise and feasibility studies to establish and expand local business enterprises.

Sharbot Lake in eastern Ontario and the West Nipissing Municipal Association have received approval for up to \$100,000 a year for three years as the model corporations.

To address the financing needs of both emerging and growing Canadian high-technology

firms, the Ontario development corporations have earmarked a fund of \$50 million to be used over the next five years to nurture new high-tech firms and to encourage and assist expanding developed Canadian-owned firms.

And, of course, in the tourism sector, thousands of small-business operators will be affected by Ontario government initiatives.

We believe that the development and expansion of small- and medium-sized Canadian-owned businesses is vital to Ontario's economy. In total we feel we have a comprehensive series of programs designed to assist small business when, where and in the ways required.





High technology and high-technology industries are a major priority to any nation that hopes to be domestically and internationally competitive in the next decade and beyond.

Innovation-intensive industries have consistently outperformed manufacturing generally in terms of jobs, output, productivity and profits.

Ontario has traditionally supported research and development through university programs. We have also supported industrial research through the Ontario Research Foundation. In the past five years we have committed \$20 million to Ontario Research, which helped 2,002 companies last year. We have increased this support by \$1.6 million for a capital investment in new technology. The opening in July of the Ellis Engineering Wing improved facilities for research in engineering.

Ontario has many high-technology sectors that have the capacity to expand in the 1980s and have the business leadership to capitalize on Ontario's base. This is where Ontario's BILD program will make a contribution to the development of high technology in the province.

Canadian-owned firms will be assisted with \$10 million in 1981-82 to provide start-up and development funding. This assistance will be provided through the Ontario development corporations.

Marketing our successful products is another priority for this government. Through my ministry's foreign offices and missions program, we are promoting Ontario's high-technology products to other governments and companies.

We are also selling at home. The ministry, in conjunction with the Canadian Advanced Technology Association, sponsored the first comprehensive exhibition of Canadian high technology ever assembled, Canatech '81, in

October, 1981, to demonstrate our country's abilities and products. More than 50 Canadian high-technology companies, including Northern Telecom, Gandalf, Spar Aerospace, Mitel, Electrohome, Norpak and the manufacturers of Telidon hardware, displayed their products at Canatech '81.

Developing technology takes time and money, within the framework of a long-term serious commitment. Ontario has made that commitment.

## 1 Microelectronics

The microelectronics field represents a great opportunity for Canadian firms. Of a world semiconductor production of \$14 billion, Canadian firms produced about \$40 million to \$50 million, while \$492 million worth of components were imported to Canada.

Of a world market of \$180 billion in electronic products, we produced \$4.3 billion.

It is estimated that intelligent electronic-based products will have a \$60-billion annual market by the end of the decade. We want to secure an adequate share of that market for Ontario producers.

In addition to providing improved productivity and export potential in various manufacturing sectors, high-technology industries are already providing the kind of growth and employment opportunities Ontario wants.

It is encouraging that of the 80 high-technology companies operating in the national capital area, employment may increase from the current 15,000 to 100,000 by the end of the eighties.

This region now has the basis of a dynamic and aggressive industry — an industry that the government is committed to see developed to its fullest possible extent.

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## Ontario's initiatives

Almost two years ago I started a review process of the long-range implications of microelectronics for Ontario's economy and the identification of the most lucrative opportunities.

I recently tabled the report of the Ontario Task Force on Microelectronics.

The report recommends that the government:

- stimulate investment in high-technology ventures through tax incentives;
- develop policies to improve the climate for research and development;
- establish immediately a microelectronics technology centre as a central information base and a prime resource for technological development;
- treat software as an industry in its own right;
- work with labour and private industry on retraining programs; and
- provide income support programs to assist workers displaced by new technology.

We are moving to enhance this technology in Ontario. My ministry will be establishing a microelectronics development centre shortly.

This centre will be designed to ensure a steady and adequate flow of advanced technology to industry, particularly to smaller manufacturers, and to explore product design applications.

However, the development of microelectronic technology is not sufficient to raise Ontario's manufacturing potential. This new technology must be applied to manufacturing processes.

We funded ORF research on the potential applications of microelectronic technology to manufacturing processes. The aim of the \$100,000 study was to assess the awareness of the manufacturing industry in Ontario of computer-aided design and computer-aided manufacturing technologies (CAD/CAM) and to make recommendations on the needs of companies to utilize these technologies.

To promote understanding of the capabilities and benefits of CAD/CAM systems on the part of both company management and technical personnel and to create a pool of qualified manpower in related fields, the Ontario government will create both a CAD/CAM and robotics centre.

The centres will provide robotics, computer-aided design and numerical control machine demonstration, applications counseling and training, technical and supplier information and special application development. Many of these activities will be available on a fee-for-service basis.

We have also identified certain specific opportunities to assist Canadian high-technology entrepreneurs in producing an entire new range of world-leading educational learning devices.

More than 3,200 microcomputers have been purchased by Ontario schools — mostly imported from Japan and the United States. And the future growth potential in this market — not only in Canada but worldwide, is enormous.

To develop world-leading educational microcomputers, the Ministry of Education, along with the Canadian Advanced Technology Association and my ministry, worked to develop a new set of functional specifications for educational microcomputers. This will enable Canadian manufacturers to develop products to compete internationally.

## 2 Biotechnology

Biotechnology has come to mean the science and technology of engineering micro-organisms to carry out specific tasks for economic benefit. This is estimated to be a multibillion-dollar market of the future.

Like microelectronics, the industrial applications from advances in biotechnology have the potential to affect almost every sector of our economy, either with entirely new products or with the replacement of traditional products and processes.

Biotechnology will provide industrial opportunities in the health-care, energy, agriculture, forestry and mining sectors.

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## Ontario's initiatives

In anticipation of future markets, my ministry identified biotechnology as one of the major high-technology opportunities for manufacturing benefits.

Ontario has already been involved in funding and encouraging research in this area through our universities, agricultural research programs, natural resources experimentation and industrial research through the Ontario Research Foundation.

This year, Premier William Davis announced a major investment in this developing technology. The Ontario government will participate with the Canada Development Corporation and John Labatt Limited to establish a jointly owned venture to develop biotechnology-based products and processes that will have a fundamental impact on our economy. Industrial applications will be its prime focus.

The new biotechnology venture, Allelix Inc., will provide Canada with a world-scale entry into this rapidly advancing technology.

Construction of the research and production facility in Malton is the first stage in a 10-year,



\$100-million investment program announced earlier this year in support of high technology.

Ontario will contribute \$30 million. Five million dollars of this is an up-front investment in the joint venture, \$10 million will be loaned to finance the research facility and the remaining \$15 million will support ongoing research costs.

Provincial cash flow for the 1981-82 fiscal year is expected to be \$8 million to support research into the manufacturing application opportunities.

We look to the centre to foster the development of specialized technology and manpower so critical to the success of this technology. And we expect to help foster the development of new Canadian firms that will compete internationally. This centre will help us co-ordinate our efforts in Canada and discourage duplication of facilities or research.

### 3 Aerospace

The world aircraft market is expected to peak at \$300 billion between 1985 and 1990. Coupled with this is a \$100-billion worldwide market for turbine engines.

In the general aviation field alone, the market is expected to rise from less than \$17 billion in the 1970s to more than \$58 billion in the 1980s. The engine market will also triple, from \$4 billion to \$12 billion.

Ontario has an opportunity to capitalize on this growing market of the future.

Currently, Canada is fifth in aerospace sales in the western world. Our sales in the past year exceeded \$2 billion. That's a 250-percent increase during the past four years, with a further doubling expected during the next five years.

The industry now exports more than 80 percent of its production, and growth in employment has nearly doubled from 25,000 in 1974 to 45,000 this year. For Ontario's aerospace firms to benefit from a world market, bold federal leadership is required. It will take a national defence policy and program to provide the climate where major firms such as Spar Aerospace can develop internationally recognized products.

The federal government's industrial offset programs, which require economic benefits for Canada under its procurement program, should assist some Ontario firms.

For example, under the industrial-benefits program signed with the federal government for the supply of long-range patrol aircraft, Lockheed Corp. is committed to place close to \$1 billion in new business with Canadian firms.

Under the program for the supply of the CF-18 fighter aircraft, McDonnell Douglas Corporation is committed to place close to \$3 billion in new business, 60 percent of which is to be in the aerospace and electronics fields.

## Ontario's initiatives

In anticipation of this growing market of the future, my ministry has been working with Ontario firms that are already actively pursuing this market.

Lockheed Corp. in California, with the co-operation of my ministry, conducted a series of seminars in May, during which a team of quality-assurance experts from Lockheed showed Ontario manufacturers how to qualify as suppliers to the aerospace industry. More than \$465 million in contracts had been placed in Canada by the end of last year.

A continuing effort is being made to identify and catalogue the production capabilities of companies wanting to participate in the contracts resulting from the offset programs, and to assist them in upgrading their capabilities.

My ministry also took missions to Missouri, Texas, California and Georgia seeking aerospace contracts with major American avionic and aerospace companies. We produced detailed information for Ontario firms on the market opportunities and steps to capture that market.

Meetings were set up for 15 Ontario firms with more than 200 procurement officials from 41 aerospace companies in a one-week Ontario mission to California.

We also supported the federal mission to France for the Paris Air Show in June. Preliminary sales from the 29 Canadian firms that participated included a dozen options to buy de Havilland's 36-passenger Dash-8, scheduled for production by 1984.

Ontario has already paid \$9.2 million for the first two Dash-8s to be produced to help the cash flow for de Havilland's development program.

We also see a tremendous opportunity for the creation of an indigenous helicopter industry with the Canadian military's need to replace its 100-craft fleet.

Where required, Ontario is also prepared to make financial assistance available to firms where employment or new technology will result. In July, I announced a \$650,000 grant to Bachan Aerospace of Canada Limited in Windsor for a \$6.7-million, five-year capital investment program. A total of 242 jobs will be created during the next five years as a result of the expansion.

In addition, a grant of \$400,000 went to Haley Industries Limited to assist an \$8-million, five-year capital expansion. This expansion will create 81 new jobs.

The aerospace market provides great potential but requires major capital investment and aggressive worldwide marketing. Firms such as de Havilland and McDonnell Douglas have the products and expertise to sell successfully to this

market but some restructuring of jobs in this developmental period may occur.

## 4 Information technologies

There is every indication that the new information technologies will dominate the next 20 years, and the decisions made about the communications and information-technology sector will affect a whole host of other industries.

Information-based occupations now account for more than 45 percent of all jobs in our society.

The market for computers and related technologies alone will reach \$3 billion this year in Canada and may exceed \$15 billion annually before the turn of the century, and the Canadian communications market is approximately twice this size.

The introduction of new microelectronic-based technologies has created a market of new office equipment, which is commonly known as the office of the future.

In addition, the advent of new microelectronic-based technologies such as videotex, Telidon, video cassette recorders, videodisc players, fibre optics and satellite broadcasting has opened up phenomenal industrial-development opportunities in feature film, video arts, industrial and educational programming and software development.

The videotex market alone may reach \$750 million a year and 400,000 sets a year could be sold by 1985.

Taken together, hardware and software provide us with enormous challenges. Our ministry is committed to capitalizing on those advantages.

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## Ontario's initiatives

One major commitment of my ministry is to the Canadian videotex system, Telidon. The Ontario government has mounted an \$11-million hardware-and-software program for the diffusion of Telidon technology through our economy.

This program will be allocated up to \$5 million from the Ontario government, \$5 million from Infomart and \$1 million from Torstar Corporation.

Through this new videotex support program the government of Ontario will purchase 2,000 Telidon units.

Initially these units will be programmed with tourism information, the Toronto Star Guide and other specifically developed data bases provided by the private sector through Infomart. We estimate that this program will stimulate the sale of 75,000 videotex terminals in our domestic market alone by 1983.

In order for Telidon technology to move from an experimental stage to a practical reality, the Ontario government has made the first

investment in a practical program. Because of the wide interest in travel information and attractions advice, Telidon will soon be used by the public directly.

We are confident that this major purchase of terminals — along with the investments in specifically designed programming — will provide an important market base for Telidon as well as enable this new technology to be diffused rapidly into the mainstream of our economy.

To administer and co-ordinate this new videotex support program we will create a new information-technologies capability within the ministry to create a capability to promote film, video and software development.

With the introduction of pay TV in the next few years, our film and video industries will be provided with an additional vehicle that could create thousands of new jobs.

My ministry will also extend existing marketing and promotion services to the video and software industries.

Another initiative is our marketing and assistance program for the office of the future. The most modern, high-technology equipment available will be incorporated in such operations as the new Ministry of Revenue headquarters in Oshawa and the Liquor Control Board's new warehouse installation in the Durham region.

These are examples of the initiatives we will pursue to help these critical sectors grow and flourish in Ontario.

## 5 Machinery and equipment

Canada's resource-based industries — agriculture, energy, pulp and paper, fishing and mining — provide a lucrative equipment and technology potential.

By 1980, 75,600 people were employed in Ontario in the machinery and equipment sector and we expect this to increase 50 percent, to 114,000 by 1985.

But despite growing export sales between 1970 and 1980, Canada quadrupled its machinery trade deficit — from \$1.6 billion to \$7.1 billion — as the rate of demand outstripped our capacity to produce. The greatest potential market is for machinery needed by resource-based industries, where imports account for two-thirds of the domestic market.

For example, manufacturing opportunities include \$67 billion in oil- and gas-related projects in Canada over 10 years and \$1 billion in agricultural equipment imported annually at present.

There are great opportunities for Canadian manufacturers in the Canadian oil- and gas-related developments and in major electrical generation and transmission projects.



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There are also opportunities to develop new Canadian suppliers for the \$19 billion in orders that must now be placed offshore.

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## Ontario's initiatives

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Ontario has actively helped the machinery and equipment sector identify opportunities and has stressed to all provinces the important role that the resources industry can play in helping our country's domestic machinery and equipment sector.

Ontario firms have the capacity to capture a greater share of our domestic market, but this requires the early identification of manufacturing opportunities and the initiation of joint ventures to supply and develop the equipment needs of the resources sectors.

To co-ordinate this function, we will provide a major initiative for the resource machinery industry. Through a co-ordinating facility in Sudbury, representatives of resource firms, equipment manufacturers, labour and government will identify manufacturing opportunities and work together to develop the kinds of equipment that resource companies will need in the next 10 years.

While we are trying to assist the machinery and equipment sector within our provincial means, it is clear that national and international factors are having a substantial negative impact on many Ontario firms.





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# IV FACING SOME BROAD ECONOMIC ISSUES

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## 1 Developing our domestic market

I believe that Canada must work toward building a strong economic confederation, and that our basic economic strength lies in the further development of our domestic market.

Our own domestic market — where we sell 75 percent of our goods — is our most important market.

Yet Canada has a high level of import penetration. Ontario manufacturers selling into this market are confronted with regional and provincial markets with some obstacles as great as those encountered in dealing abroad.

### *Promoting a Canadian common market*

Throughout the year we have traveled across Canada delivering the message that the country can build a prosperous national economy in which each region and each province can create more jobs and higher incomes for its citizens.

Our philosophy was outlined in the paper *Interprovincial Economic Co-operation: Towards the Development of a Canadian Common Market*.

We embarked on several practical steps that we believe will help Ontario and all other provinces develop a sound economic future:

- We have traditionally offered a 10-percent price preference for Canadian, not Ontarian, content in public procurement;
- We required Canadian sourcing by all recipients of the \$118.8-million Employment Development Fund grants to the pulp and paper industry. This enabled Quebec to gain \$200 million in

orders and other provinces to gain \$69 million to date;

- We established an interministerial committee on government procurement that is seeking ways of increasing the use of provincial procurement to promote Canadian industrial development;
- We identified prospects for interprovincial procurement agreements on specific products so as to support the establishment of new Canadian industries: educational material, professional and scientific equipment, pollution control equipment, office and store machinery, electrical industrial equipment;
- We have called for the establishment of a Canadian domestic market development agency, owned and operated by all 11 governments, to encourage changes in provincial purchasing practices, work with megaproject managers and examine major import-replacement opportunities; and
- We have obtained a co-operative commitment with some provinces on reciprocal trade activities.

### *Selecting sectors*

Last summer, we obtained agreement from the other provinces to embark on the first major program of interprovincial co-operation in replacing imports.

We set out to increase by 10 percent the Canadian share of the health-care products market that was being imported. The total Canadian market for these products is about \$1.2 billion annually. Of that market 70 percent is now bought out of the country.

We are now looking at the institutional sector. This \$2-billion market in Canada represents the

public procurement segment of the industry alone.

## *Procurement policy*

Last year, ministries of the Ontario government directly purchased about \$800 million worth of goods and services. That total represented one-third of the goods and services purchased by all provincial governments in this country combined. About \$8 billion was spent by all public bodies in Ontario.

In 1974, as a percentage of domestic production, government — or government-financed — purchases in Canada accounted for 22 percent of all expenditures in the construction industry, 14 percent of all expenditures on pharmaceuticals and medicines, 13 percent of the expenditures on office furniture and 11 percent on other furniture, and 12 percent of all expenditures on scientific and professional equipment.

Total government expenditures in Canada on goods and services amount to about \$35 billion annually. Two-thirds of those expenditures are at the provincial and municipal levels.

Last year, the Ontario government announced that our Canadian preference policy in purchasing would be extended to all provincially funded agencies, on a voluntary basis.

To ensure maximum impact from this new policy direction, we have established an office of procurement policy, which is responsible for working with provincially funded agencies to assist their purchasing departments in adopting the new preference requirements for Canadian products.

This office is also responsible for developing corporate sourcing commitments for those companies receiving provincial development assistance.

Those requirements have been built into the programs of BILD, the Employment Development Fund and our small-business financing programs to promote a higher level of sourcing of Canadian products.

The office of procurement policy is also developing initiatives designed to make public-sector purchasing more effective.

A mechanism has been established requiring that all substantial purchases by provincial ministries be reviewed to provide Ontario with the opportunity to exhaust the potential contribution of Canadian suppliers prior to any contract going offshore.

As part of the mechanism, the office has the mandate to recommend to the Ontario cabinet that preference in excess of the basic 10 percent be considered in cases where the purchase is of particular importance to a specific Canadian industry.

## *Aid to Ontario firms*

In addition to our commitment to developing interprovincial economic strategies, we have continued to give support to companies in our own province through a series of initiatives:

- We have participated in domestic trade fairs aimed at maximizing the Ontario manufacturer's opportunities in megaprojects;
- We play an advocacy role — investigating legitimate complaints about public-sector purchases of products from foreign suppliers when comparable products are available domestically;
- We maintain a computer data bank of sales agents and distributors across Canada to which Ontario manufacturers have access; and
- Twenty-three billion dollars worth of imports have been identified in the \$80-billion materials and equipment sales anticipated in Canadian megaprojects in the next 10 years. We are actively working with the megaproject principals to develop an effective trade-development program.

These are examples of measures designed to replace a portion of the \$50 billion worth of manufactured goods imported into this country annually with Canadian-made products.

## *2 Opening export opportunities*

In 1980 alone, Ontario exported almost \$17 billion worth of products throughout the world. In fact, export of goods and services accounts for one-third of all provincial income. Yet our exports are mainly manufactured goods. They do not sell themselves. They need sophisticated marketing support for long-term international success.

Through the 1980s, as tariff barriers are lowered under the terms of the Tokyo Round multilateral trade negotiations, Ontario firms will find significant new export opportunities but also increased competition.

To meet that competition, they will have to increase their efficiency, the level and sophistication of their marketing efforts, and their ability to produce high-technology products based on effective industrial research, development and innovation in Canada.

## *Developing export potential*

We are committed to help first-time exporters develop export capabilities through specific



programs and policies introduced last year in our Export 80 program.

Our prime assistance to these first-time exporters is international marketing consulting advice through our domestic offices and our trade development specialists. On average the ministry handles 100 consultations a week on exporting.

The following programs have been the most beneficial to first-time exporters:

- The trade aids program has assisted 45 companies in the fiscal year 1981-82 with sales of \$7,162,000. Fifty-six more firms will be helped this fiscal year;
- The U.S. regional trade fair program helped introduce 134 firms to our nearest and most accessible foreign market;
- Specific market and marketing advice was provided on all major markets; and
- Trading houses qualified for the first time for export assistance to help smaller firms export.

Through BILD, an international marketing intern program was launched. We pay half of a new graduate's salary for two years if that graduate is trained in international marketing and gains experience both inside and outside Canada. Already 13 interns are in place.

## *Expanding export opportunities*

My ministry has designed programs to build on the strengths of long-time exporters and help them diversify and expand.

Our detailed market data, exporting advice, marketing expertise and information on federal and provincial export support programs help these firms expand export business.

Our 1980-81 trade development programs, both missions and fairs, brought good early results to Ontario firms:

- A group of mining-equipment manufacturers came home from South America with sales worth \$4,339,000;
- Another group went to Mexico on a mission costing \$9,000 and sold machinery worth \$3,625,000;
- An Ontario trade mission to China pursued an \$8-million tobacco market;
- Thirty-five auto-parts manufacturers at the annual auto parts show in Geneva sold more than \$7 million there and projected \$23 million in future sales; and
- An exhibition in West Germany brought more than \$2 million worth of orders.

To help long-term exporters we identified a core client list of 1,000 firms with the most potential to expand Ontario's export sales.

Under the Export 80 program we undertook the following initiatives to help them:

- We used trade associations to bring together firms that can export complementary product lines;
- We set up the office of commercial policy to help Ontario firms that encounter unfair trade practices by foreign competitors;
- We identified more than 100 Ontario trading houses to begin promoting services to small- and medium-sized manufacturers;
- We doubled export financial assistance through the development corporations, then increased the funding again through the BILD program from \$25 million to \$50 million; and
- We created the Ontario International Corporation to help Ontario public- and private-sector expertise gain from the \$100-billion-a-year market for capital projects, many in newly industrialized or resource countries.

During its second year, the corporation expects to help in the signing of \$285 million in contracts between Ontario companies and countries around the world.

## 3 Providing financial support

Financial advice is a major requirement for large and small firms. Our 18 domestic field offices provide significant consultations in this area, as well as referring firms to the 11 offices of the Ontario development corporations and head office specialists for the Board of Industrial Leadership and Development and ministry funding programs.

Hundreds of firms receive help each year in finding investment partners, financial backers and support from banks. We play a particularly active role in encouraging financial institutions to give special consideration to smaller ventures that need initial support.

### *Ontario development corporations*

Since the development corporations were established, the bulk of their activities has been directed toward providing small-business assistance.

More than 87 percent of the 5,000 loans and guarantees approved since the corporations' inception have been received by small Canadian

businesses, with the average loan in the \$140,000 range. By the fifth year of investment these loans will help generate an estimated 124,000 new jobs.

The development corporations will continue to focus, on a selective basis, on credit and cash-flow needs of Canadian-owned small- and medium-sized businesses in line with the province's industrial development objectives, in cases where conventional lenders do not provide an adequate supply of capital for Ontario's entrepreneurs.

In some selected situations, the corporations may offer special incentives, which are invaluable tools in assisting potentially viable firms over their break-even point and into their next stage of growth development.

Incentives applied to term loans generally take the form of interest and/or principal deferral, or interest payment schedule based on earnings. Incentives applied to guarantees are usually in the form of an interest subsidy.

In 1980-81, the development corporations approved 368 term loans for \$51,101,000. Of these, 206, with a value of \$34,299,000, contained some incentive element.

In addition to the incentives offered by the corporations, the basic lending rate is usually below that charged in the private sector and hence affords an incentive in itself.

## *Guarantees and term loans*

At the present time, the development corporations provide direct financial assistance to Ontario's industries in three basic forms: term loans with or without a direct incentive feature, loan guarantees with or without incentive, and export lines of credit.

Recently, the development corporations have been placing increasing emphasis on the use of loan guarantees, with the province usually guaranteeing 90 percent of the loan's face value.

The development corporations, through BILD, have been allocated \$10 million a year for the next five years for the expansion of the existing venture-financing assistance program and the implementation of an income-debenture program to support high-technology and growth companies in accordance with the BILD initiative.

The development corporations also provide a unique credit facility for new exporters that is instrumental in helping these firms over the initial steps of entering new markets.

BILD has recognized and supported the validity of this export support program, which in 1980-81 financed an estimated \$70 million in manufactured exports via the extension of revolving lines of credit.

As previously announced in BILD, the Ontario development corporations will receive an additional \$15 million in 1981-82 and \$10 million

in 1982-83 to fund its revolving lines of credit for exporters in an expansion and refinement of the existing program, which will emphasize the corporations' catalytic role in assisting new exporters.

## *Employment Development Fund*

The Employment Development Fund, which ended in March, 1981, provided the main assistance vehicle for medium and large firms in industrial sectors that have high employment factors. Often EDF grants were used to help major sectors, such as pulp and paper, textile or farm machinery, retool for the future. In this process of securing jobs for the future, some unemployment will result as the firms restructure.

Of the grants approved to Oct. 31, 1981, 20.6 percent have gone to general manufacturing; 29.1 percent to the automotive industry; 8.3 percent to wood products; 6.5 percent to high technology; 11.1 percent to textiles; 2.1 percent to the electrical sector; 20 percent to transportation; 1.5 percent to agriculture and food; and .8 percent to chemical.

Canadian-owned businesses have received 58.2 percent of the funding and foreign-owned firms 41.8 percent.

Since its inception in 1979, the EDF has approved grants of \$179.5 million to the manufacturing and pulp and paper industries. This secured capital-investment commitments of \$2.3 billion in Ontario over the next five years. The projects will create about 15,567 jobs.

## *Board of Industrial Leadership and Development*

In January, 1981, Premier William Davis introduced BILD, a five-year, \$1.5-billion government commitment aimed at creating jobs, increasing output and improving productivity.

In the 10 months since its introduction, my ministry has already been allocated funds for 15 major projects, flowing \$194.7 million to firms across the province. Literally hundreds of firms have benefited directly and the entire province will benefit indirectly from initiatives in applied technology, tourism promotion, new tourist attractions, upgrading of facilities, economic development for smaller communities and international marketing expertise.

Funds allocated to date include:

- biotechnology centre — \$30 million over 10 years;



- community development corporations — \$600,000 over three years;
- Ontario Research Foundation expansion — \$1.6 million;
- international marketing interns — \$7.5 million over five years;
- tourism upgrading program — \$5.5 million over two years;
- tourism marketing — \$10 million over five years;
- Telidon information system — \$5 million over two years;
- Toronto and Ottawa exhibition studies — \$450,000;
- Ottawa convention centre — \$10.8 million;
- Metropolitan Toronto convention centre — \$27 million;
- procurement policy initiatives — \$250,000;
- high-technology equity fund — \$50 million over five years;
- export support — \$25 million over two years;
- food processing support — \$20 million over five years; and
- extension of TRIP program to 1984 — \$1 million.

## 4 Encouraging industrial growth

Investment is critical to economic growth and security of employment. Despite difficult worldwide economic factors, Ontario manufacturing investment in 1980 was up 34.5 percent and a further 29.1 percent is indicated for 1981.

During 1979 and 1980 about 450 companies announced new manufacturing projects in excess of a half-million dollars. These projects will result in \$8.7 billion worth of manufactured goods or 5.2 percent of Canadian shipments.

Over the past year and a half my ministry's initiatives to increase investment included the following:

- help for firms looking for plant location sites, affecting 4,424 jobs and \$221.3 million in investment;
- help through our foreign and domestic offices for 76 foreign firms looking for plant locations, joint ventures and licensing arrangements — \$44.2 million in plant investment alone;
- help for 49 Ontario firms seeking profitable

mergers and acquisitions, affecting \$32 million in sales;

- a comprehensive package of sales material for our international offices to help interest foreign investors;
- a new automated system to provide a variety of sourcing information for inquiries from Ontario manufacturers, especially on auto parts and defence offset opportunities;
- specific encouragement for automotive-parts manufacturers in Japan and Europe to choose Ontario sites for North American plants;
- advice on development and land use, promotion assistance, training through the University of Waterloo and information on international joint venture and licensing opportunities for Ontario's municipal industrial commissioners;
- assistance for 750 Ontario manufacturers to locate specific technology investment partners overseas; and
- co-ordination of a mission of industrial commissioners to the Hannover Trade Fair in Germany to promote joint venture and licensing opportunities between Ontario and European manufacturers.

## *Global product mandating*

We are also encouraging Canadian subsidiaries of multinational firms to specialize in a limited range of products with economies of scale to compete in world markets. This mode of operation, called global product mandating, offers potential benefits not only to the foreign-owned firm but also to the Ontario economy.

We asked senior executives of some of the most successful multinationals to form a committee to provide our government with recommendations on practical steps we could take to encourage more multinationals to adopt such a strategy in Canada.

The report of that committee, which was chaired by Lorne Lodge, chief executive officer of IBM Canada Ltd., emphasized that more effort is required to develop the necessary flexibility and environment that will lead to the adoption of specialized missions in accordance with the unique characteristics of individual multinational enterprises.

To that end, we have established two ongoing working committees that the report recommended:

- the specialized mission adaptation committee — representatives of government and multinational firms will identify ways in which we can work with multinationals to adopt specialist mission strategies in their Canadian operations; and

- the multinational sourcing committee — representatives of multinational firms, the Canadian Federation of Independent Business, the Canadian Advanced Technology Association and my ministry will develop practical measures to increase purchasing from Canadian businesses.

## 5 Identifying energy opportunities

Rising energy costs and the search for new alternatives will create major new business opportunities in energy-efficient products and technology. The export and employment potentials are also significant. Already estimates show a \$300-million North American market in solar applications alone in the next year.

New technologies will be required in major fields such as transportation and the manufacture of alternate fuels. Consumer and industrial interest in energy-saving ideas will enable Ontario companies to capitalize on these opportunities.

But new technologies and implementation of energy conservation measures usually require front-end financing that is often not feasible for an individual company. By providing a resource of information on the present technologies and by making funding available through a new joint program with the federal government, the ministry is actively helping Ontario business people develop and market new energy-saving ideas.

### *Energy conservation*

Cutting energy costs takes capital investment. Under the \$10-million conservation and oil-substitution program, grants up to \$50,000 are provided to manufacturing plants to replace or convert oil-consuming furnaces or equipment or to implement other energy-saving measures.

The program also covers 50 percent of the cost, up to \$1,000, for advice and a written report by an Ontario professional engineer to provide an energy-saving implementation program.

Since the program was started a year ago, 451 Ontario establishments have received grants totaling \$5.5 million for projects costing \$25 million.

The total amount of heating oil saved under conversion projects is 88.2 million litres. In addition, energy conservation measures implemented have saved about \$10 million, the equivalent of 51.6 million litres of oil.

To help manufacturers identify energy savings, the ministry conducts an energy bus program throughout the province that provides a computerized assessment on site of potential

energy savings. Through this program 1,500 firms have been audited.

Under a five-year Ontario/Canada program, \$58 million is available for demonstration projects that help develop, demonstrate or promote the use of promising new technologies for both energy conservation and renewable energy.

The ministry offers an advisory service provided by consultants in its energy projects group. The consultants will answer questions by industries concerning various types of energy-conservation technologies and their application.

In January I announced the extension of these energy-conservation programs to include tourism operators.



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As we move further into the eighties, there is no doubt that we are sharing with the western world a difficult time. When I look around the world at other industrialized nations such as the United States and countries in Europe, I feel that we as a province are doing remarkably well.

While the recession is lasting longer than world experts would have predicted, my ministry has

taken steps to maintain Ontario's prosperity and to try to ensure its growth in the future.

I have outlined some of those initiatives to help international trade and industrial development and to attract tourist dollars. We will continue through programs such as these to build on our strengths so that we can capitalize on our opportunities.









Ministry of  
Industry and  
Tourism

Province of Ontario  
Queen's Park  
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Larry Grossman  
Minister,  
Bernard Ostry  
Deputy Minister



# Ministry of Tourism and Recreation

Annual Report 1982-83

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It is my pleasure to present the first annual report of the Ministry of Tourism and Recreation.

With my appointment as Minister in February 1982, I have been in an excellent position to see this exciting new Ministry join and grow together.

While the past year was a demanding one for the staff of the Ministry and its agencies and attractions, much has been accomplished.

You will see evidence of this early success as you read through the pages that follow.

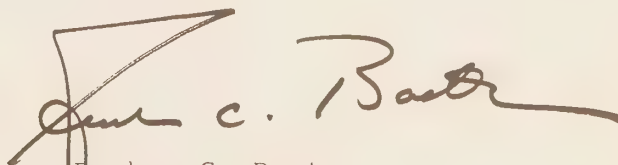
As well, you will realize the extraordinary array of programs and services which are delivered to the public and the Ministry's client groups.

The successes documented in the report were accomplished as, collectively, we went through the merging and growing pains any new major organization confronts.

Most encouraging to me as the responsible Minister is the fact that during this period, we as a Ministry never lost sight of our role to serve the interests of tourism and recreation in the Province and thereby contributed to the quality of life of the citizens of Ontario.

I have the honour of submitting a report on the activities of the Ministry of Tourism and Recreation for the year ending March 31, 1983.

Yours sincerely,

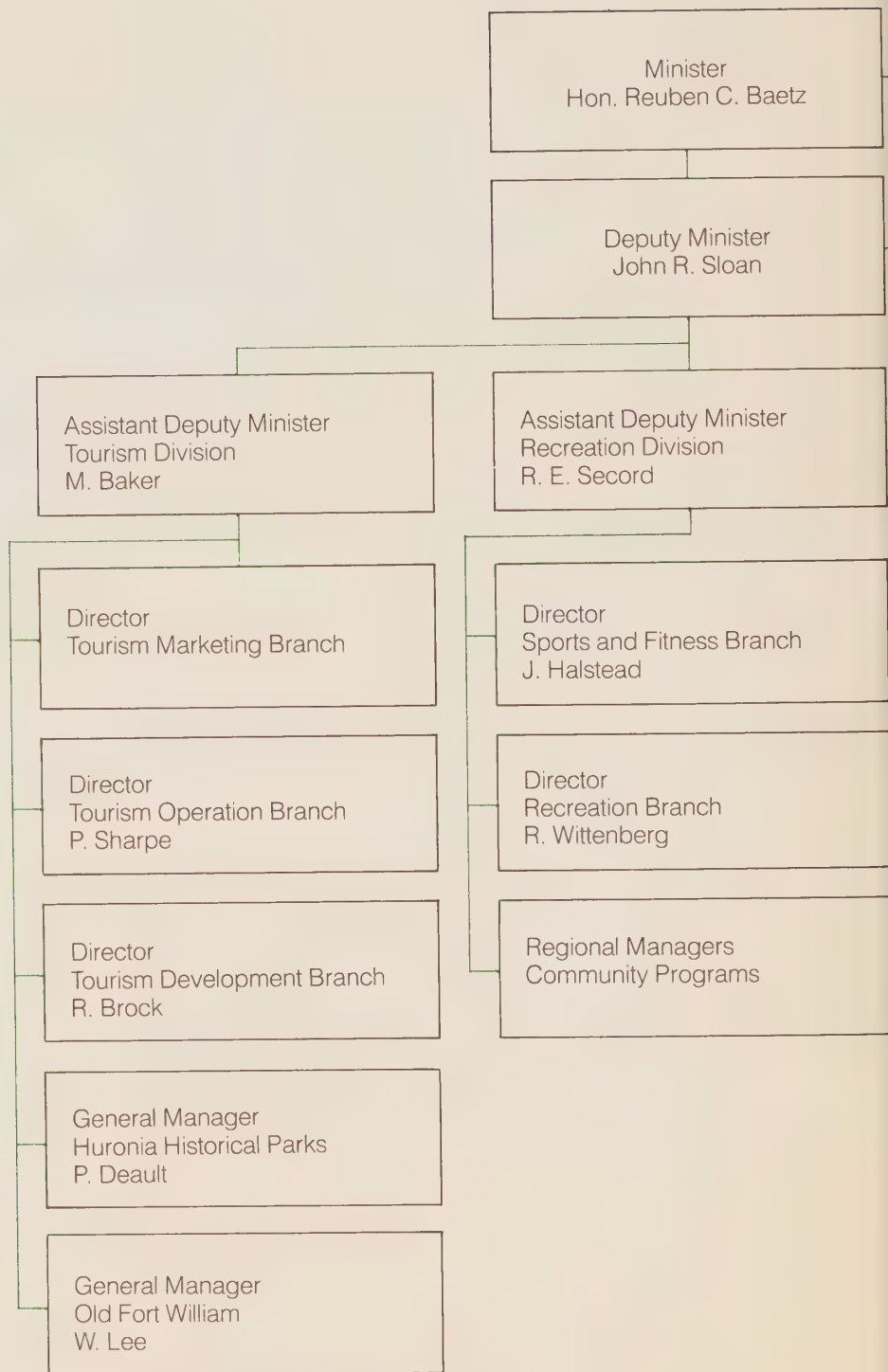


Reuben C. Baetz  
Minister

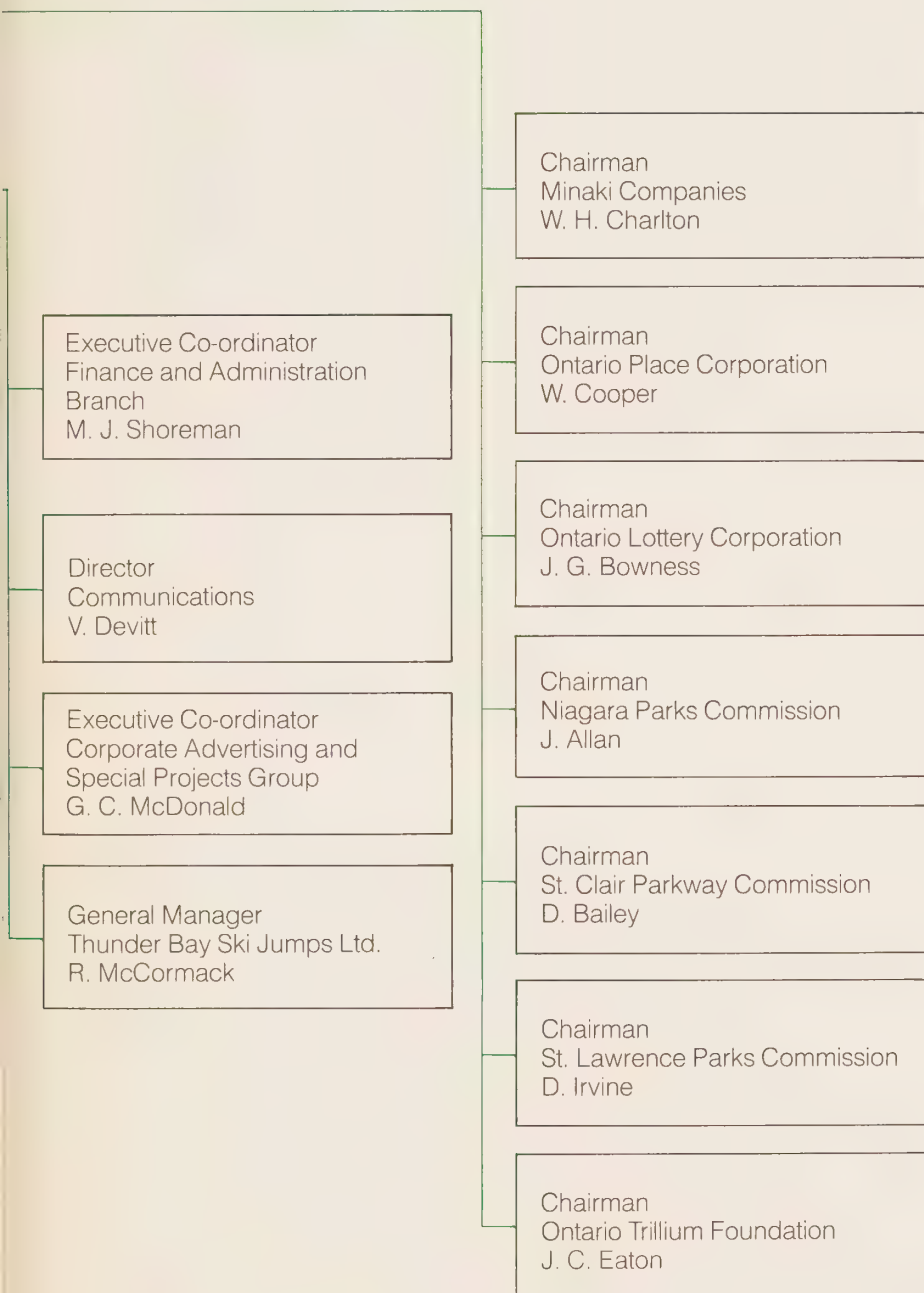


# Ministry of Tourism and Recreation

MARCH 1983









## Introduction

### Tourism and Recreation: A new ministry for an emerging future

On February 13, 1982 Ontario Premier William Davis announced the creation of the Ministry of Tourism and Recreation. The new ministry was assigned the mandate to foster the evolution of these two complementary aspects of Ontario's social and economic life.

Without oversimplifying their complexity, at root both tourism and recreation focus on people—people making choices and doing things to fulfill their potential, improve their communities and experience life to the fullest.

The government moved to raise the profile of these endeavours at this time because our society is on the verge of a boom—a boom, not in dollars and cents, but in time. Demographic change is resulting in smaller families and more elderly persons. Technology is revolutionizing the work place. The trends toward flextime, extended vacations and early retirement are gaining momentum.

The bottom line will be a massive expansion of discretionary time—time for sports, travel, the arts. How constructively our citizens use this emerging leisure will very much affect the texture of life in Ontario.

Tourism and recreation create jobs—which is encouraging for a society which will continue to respect the work ethic even as a leisure ethic emerges. Tourism, in fact, now generates more than half-a-million person-years of employment annually. It is a labour-intensive industry which can fill the gap as manufacturing employment declines.

The influx of foreign visitors makes tourism Ontario's third largest export industry, after automobile parts and chemical production. Futurists speculate that by the year 2000 the international travel business could be worth nearly two trillion dollars—making tourism the world's leading industry. Ontario's future economic health will depend on securing a major piece of the action.

We have made a solid start with the remarkably successful "Ontario—Yours to Discover" marketing campaign. From the awesome natural beauty of our far north to the cosmopolitan delights of our urban centres, Ontario is truly all things to all people.

Queen's Park



The economic stakes in the travel business, however, are generating fierce competition. The ongoing challenge is to renew our tourism product continually to match the needs and preferences of the travelling public.

Market research shows that today's tourists are more sophisticated than ever. They are seeking not just creature comforts but a variety of activities near their destinations. They want to build self-esteem and personal health through sports and fitness pursuits, and to broaden horizons through artistic and learning experiences. Travel is frequently a quest for self-discovery.

In short, tourists are seeking recreation—creating a natural alliance between the tourist operator and the recreation specialist. By better integrating our recreational activities—from amateur sport to the theatre—with our tourism marketing package, we can create an unbeatable appeal.

And just as recreation can encourage tourism, tourism can also strengthen recreation. Tourism expands the market for such facilities as marinas, golf courses and ski trails—permitting us to invest in more and better services than local demand alone could justify.

Recreation also reflects the spirit which is the real strength of Ontario communities. Our citizens each year contribute more than 11 million hours of volunteer work to sport and recreation activities. Clearly the recreational programs we almost take for granted could not function without the volunteer role. And as important, volunteer work is itself a recreational pursuit, leading to personal satisfaction and stronger communities.

The Ontario government is determined to ensure all our citizens have life-long access to recreational opportunities which suit their abilities and needs. The government is equally committed to realizing the potential tourism holds for economic growth and vibrant community life.

The ministry's role, however, is not primarily that of providing services or financing. Our task, rather, is to provide leadership in the development of leisure opportunities to enrich the quality of life for all Ontarians.

This Annual Report outlines the progress the Ministry of Tourism and Recreation has made toward that goal in its first year of existence.

*Highways, North Shore,  
Nipigon*







Ontario

## Tourism Division

### Tourism Marketing

"When the going gets tough, the tough get going": that's a maxim that sums up last year in the Ontario tourism industry. Despite the recessionary economic climate, the Ministry of Tourism and Recreation not only stayed the course through aggressive tourism marketing but actually increased the resources devoted to the multi-media "Ontario—Yours to Discover" program. The 1982-83 budget of \$21.5 million represented a \$2.5 million increase from the previous year's level.

As the third year of the "Yours to Discover" program drew to a close, research in February, 1983 showed that a remarkable 92 per cent of Ontarians were aware of the slogan. The score for the first time surpassed the Ontario awareness level of the competing "I Love New York" campaign which has been operating for seven years. And in key U.S. markets, "Yours to Discover" recorded a healthy 68 per cent score—a solid achievement in the face of intense competition south of the border.

Marketing theory holds that awareness leads to favourable attitudes which lead to eventual positive motivation. If that is true, Ontario's tourism future is bright indeed. The 1982-83 "Yours to Discover" campaign has sown the seeds of success that will be reaped as consumer spending rebounds in the post-recession period.

The promotion campaign was spearheaded by award-winning broadcast advertising beamed across Ontario and in key U.S. markets. Four new television commercials reinforced the image of Ontario as a destination offering every member of the family a variety of things to do in an atmosphere of fun and excitement. The seven awards garnered last year at the major TV commercial festivals bring to 13 the total international awards won by the "Yours to Discover" program.

Newspapers as a supporting medium increased the awareness of the television message and provided the outlet to supply more detailed information to assist the traveller in vacation planning.

In May, a 48-page full-colour roto newspaper supplement highlighting each of the province's 12 travel regions was delivered to almost 3 million Ontario households. An additional 5 million copies of the tabloid insert were distributed in 12 U.S. cities within driving distance of Ontario.

The U.S. television campaign and roto inserts were made possible by a special \$2 million grant from the provincial government's Board of Industrial Leadership and Development (BILD). The award was part of BILD's \$10 million five-year commitment to a promotional thrust to tap the lucrative U.S. market where 125 million potential tourists reside within a day's drive of the Ontario border.

For the winter season, the campaign featured a winter magazine insert in 42 Ontario newspapers as well as in Buffalo and Detroit in the U.S.

A week-long radio blitz paved the way for the newspaper roto inserts in the spring and again in the winter. This highly personalized medium proved effective in generating consumer interest in the vacation guides.

A series of 1,000-line newspaper ads appearing year-round in Ontario and the U.S. stimulated and sustained interest in Ontario travel by portraying Ontario's urban appeal, family attractions, tour possibilities, wilderness and resort experiences, fall colour tours and winter recreational opportunities. In addition, national editions of 12 U.S. magazines were used to reach the better-educated upscale audience which research has shown is most likely to make extended trips to Ontario. Magazine advertising was also directed to U.S. and Canadian sport fishermen through a number of special-interest outdoor publications.

Our bordering provinces of Quebec and Manitoba are also prime markets because of their current contribution to Ontario tourism and their growth poten-

Ontario Place,  
Toronto



tial. In Quebec, a campaign geared to the discovery theme was introduced in 1980 and has been well received. The 1982-83 version, based on radio and newspapers, was strengthened by the celebrity endorsement of media personality Gaston L'Heureux as Ontario's spokesman in Quebec. The campaign emphasized the availability of French-language travel publications and an enlarged French-language counselling service.

Manitoba advertising focused on the immediately adjacent vacation areas of Ontario's northwest, featuring fishing, camping and outdoor activities in summer, fishing again in fall, and skiing in the winter months.

An innovative sales promotion initiative last year was the 12-week "Discover Ontario Sun Spots" contest which appeared in the Toronto Sun and was co-ordinated by the ministry in co-operation with the private sector. Readers clipped coupons, which were published as part of the promotion, for 48 Ontario attractions. Winners received long weekends at Ontario destinations. Similar contests awarding Ontario travel packages were also organized by the ministry for the Buffalo Evening News and the Detroit News in the U.S.

## Customer Service

The first step toward an Ontario vacation is often a telephone inquiry. And the level of inquiries is a good yardstick to the effectiveness of our advertising. In 1982, the ministry's head office travel counsellors handled nearly 187,000 telephone inquiries for an astounding 41 per cent increase from the previous year's volume. The introduction of toll-free lines, replacing a call-collect system, contributed to this result. More than 9,100 calls were received on the French-language inquiry lines.

The network of 41 year-round or seasonal travel centres provided friendly advice on a personal basis.

The busiest travel centre in the province, for example, was the Eaton Centre location in downtown Toronto, which helped nearly 116,000 parties last year, up 28 per cent from the year before. To serve a cosmopolitan clientele, it is staffed by counsellors who are fluent in English, French, German, Italian and Spanish.

*Upper Canada Village*





The centre generates much repeat business among Torontonians seeking week-end recreational activities close to home.

Organizations such as the Stratford Visitors and Convention Bureau and the Georgian Lakelands Travel Association utilized the special display space at the Eaton Centre location. This is available to tourist operators one week at a time to promote their programs. The travel centre also lures and informs customers by showing movies on a regularly-scheduled basis each day. Forty-seven films were featured last year ranging from "Fishing in Northern Ontario" to "Ottawa Adventure."

The Barrie Travel Centre, located on the main route to ski country in the winter and cottage country in the summer, has a unique role. It prepares ski reports based on information from about 100 ski resorts, and campground vacancy reports covering all southern Ontario provincial parks. The information is communicated to the public and media via special telephone lines, as well as to the other travel centres.

Last year a separate line was added for cross-country skiing and more than 225,000 calls from the public were received on the alpine and cross-country lines. The centre opens early in winter—at 7:00 a.m.—for the convenience of skiing enthusiasts.

The Barrie centre also compiles reports on such seasonal themes as the status of blossoms and fall colour, which are distributed through the media and the other travel centres. Through a broadcast studio on the premises, the centre delivers live or taped weekly reports on tourist happenings to radio stations in Toronto, Hamilton and Kitchener as well as the CBC.

In June, 1982 a new travel centre was opened at Ontario Place which by Labour Day had served almost 15,000 parties. The Fort Frances centre moved to a new building in November, 1982 and, as a result of the better location and parking facilities, was serving twice as many customers as before.

In all, Ontario travel counsellors responded to 1,240,000 travel inquiries of all types in 1982—including personal visits, telephone calls, mailed requests and referrals from other agencies to both head office and the travel centres. This figure is up 4 per cent from 1981 and 38 per cent from the level recorded in 1980, the first year of the "Yours to Discover" program.

The customer service effort was backed by some 40 consumer publications including the popular "Traveller's Encyclopaedia" which describes in detail points of interest, attractions, events, and suggested sightseeing routes. These colourful and helpful books have become effective sales tools ensuring travellers are well taken care of when they cross our borders in search of rest, recreation and adventure.

In 1982 the customer service program entered the electronic age with the introduction of Teleguide, a system based on Canadian Telidon technology for transmitting tourist information from a central computer to video terminals located in public places. By the end of the fiscal year, nearly 300 terminals had been installed in the Metropolitan Toronto area; the data base included 12,000 pages of which 5,000 were provided by the ministry; and the system was being accessed 1.6 million times per week. The system will ultimately have 1,200 terminals and 50,000 pages of information covering every area of possible interest to tourists, making Teleguide a powerful force in tourism marketing.

Reinforcing the links between recreation and tourism, the ministry's tourism marketing staff worked closely with the Ministry of Natural Resources to develop a full-fledged promotion program for provincial parks. For the third year, "Yours to Discover" toll-free lines were used to deliver information on recreational opportunities in the provincial parks.

Other organizations using the toll-free network to reach potential customers were Ontario Place, St. Lawrence Parks, Ski Thunder, Hospitality and Travel

Deerhurst Inn,  
Huntsville





# Travel Trade and Convention Services

Convention Centre  
Ottawa



Sault Ste. Marie and Canada's Wonderland.

The travel industry cannot afford to ignore the economic spin-off of cultural events. The Stratford Festival, for example, each year attracts half-a-million playgoers and generates revenue of \$250 million for the surrounding community.

Pursuing this growth path, the Ministry of Tourism and Recreation co-operated with the Ministry of Citizenship and Culture and the American Council for the Arts to organize the Second International Conference on Tourism and the Arts. About 275 delegates from arts organizations and the tourism industry in North America attended the Toronto event to explore ways in which the growth of tourism and the flourishing of the arts can be mutually profitable.

Question: what is the biggest "Ontario—Yours to Discover" banner ever created? Answer: the 160 foot by 66 foot display which filled the entire east wall of the Olympia in London, England at last December's World Travel Market.

This precedent-setting coup was accomplished by the ministry's London-based tourism staff.

The ministry's international travel consultants cultivate foreign markets through promotional efforts geared to the professional travel industry to exploit the recent growth of mass travel.

These tourism officers, dealing directly with travel influencers, are positioned in the ministry's tourism offices in New York, Chicago and Los Angeles in the U.S. market and in London, Frankfurt, Paris and Tokyo in the offshore markets. Their prime focus is a personalized sales approach to the travel trade and meetings industry through individual sales calls, direct mail communications, sales seminars and other marketing programs.

In a key international thrust, the ministry organized travel trade missions to the World Travel Market, Britain's major travel show, and to the International Tourism Exchange in Berlin in March, 1983, the world's largest travel exhibition. Ontario participants included tour wholesalers, in-bound operators offering special group programs, fly-drive operators as well as representatives of the accommodation sector and the meetings industry.

Besides helping bring Ontario suppliers to foreign markets, the ministry encouraged events which brought foreign buyers to Ontario. For example, the National Tour Association, an organization of U.S. and Canadian motor coach tour operators with an allied membership spanning the travel industry, convened in Toronto last November. The ministry had worked with the association for three years to land this event, which was attended by 2,000 delegates.

These efforts were supported by carefully conceived advertising and publication programs. The flagship publications for international markets, the "Travel Trade Manual" and the "Convention and Meeting Guide," were distributed to travel organizers and meeting planners. "Vacation Planner" books—condensed versions of the Traveller's Encyclopaedia—were produced for consumers in French, German, Dutch, English and Japanese.

New last year was Ontario involvement in Prestel, the British videotex system. This computerized information system provides 90 per cent penetration of travel agencies in the U.K., allowing access to information such as how to get to Ontario, what to see and do and how to order publications.

The trade advertising campaign, targeted at tour operators, travel wholesalers and retail travel agents in the U.S. and offshore, used four-colour print media to highlight Ontario's wide range of vacation experiences and touring possibilities.

The overseas consumer campaign featured the introduction of Ontario's award-winning TV campaign to the United Kingdom market through a six-week drive in the London and Manchester areas. The West German campaign placed advertisements in selected publications featuring write-in coupons for compre-

hensive information on all available package tours. Ontario's 1982 poster series won a major West German award.

The international offices last year broke new ground by seeking to stimulate bookings of international congresses for Ontario's existing or planned convention facilities. Within Ontario, the ministry worked with convention bureaux and chambers of commerce at the local level to take advantage of the trend toward smaller, regional meetings. For example, the ministry sponsored a "marketplace" at the Royal York Hotel in Toronto in which 25 cities and towns made their pitch to the meetings industry.

Incentive travel also emerged as a priority, especially in the United States market. Travel is increasingly being employed as an incentive for employee performance in business and industry—for example, as a reward for meeting sales targets. Ontario and, especially, Toronto are beginning to compete with "sunspot" destinations as economic conditions force northern U.S. buyers to look closer to home.

## Marketing Information Services

A statistical base for Ontario's tourism marketing programs is compiled by the Marketing Information Services unit which monitors the state of the trade, travel behaviour and the effectiveness of the advertising campaign. Last year, an occupancy monitor, based on a sample of about 400 accommodation establishments province-wide, was produced monthly. An attractions monitor, tracking attendance at 75 to 100 major attractions throughout Ontario, was introduced.

The ministry last year completed interviewing for an ambitious Ontario Travel Survey to provide comprehensive data on the tourist expenditure, visitation patterns and travel habits of Ontario residents.

Another major research project evaluated the ministry's "Accommodations" guide. In the survey, nine out of ten respondents felt that the guide contained the right amount of information and was easy to use. Just over half the guide users had stayed at graded accommodations and of those, more than three-quarters thought the grade assigned was correct.

## Tourism Operations

Tourist dollars have a powerful ripple effect in communities across Ontario. They filter through the local economy from accommodation operators or restaurateurs, for example, to wholesalers and other suppliers and ultimately to local businesses ranging from farms to banks.

Tourism stimulates economic development, particularly in more remote regions which need to diversify their economic base. Unlike capital-intensive industries, tourism pays quick dividends because most of the products and services required are produced locally.

This accelerated economic activity strengthens the municipal tax base, offsets municipal budget expenses, and directly enhances the quality of life. Many smaller municipalities, for example, can afford the variety of recreational facilities, modern marinas, resort complexes and first-class road systems only because of tourist revenues.

The upshot of these facts is that tourism should be a developmental priority at the municipal level. In its advocacy role the ministry has been delivering exactly that message to municipal councils and planners across Ontario through the Municipal Awareness Program launched last year. Entitled "Tourism—an Opportunity to Discover," this initiative involves direct presentations to local officials by ministry consultants backed by audio-visual and print communications tools.

Municipalities are urged to prepare regional profiles of tourist attractions and services, to identify opportunities for improvement or expansion, to encourage private sector investment through proper planning and zoning, and to help devise marketing strategies for the area. By year's end 58 presentations had

been made and stronger than ever municipal support for tourism was expected in 1983-84.

These consultants in the Tourism Operations Branch, a decentralized organization based in 18 field offices across the province, are the ministry's front-line troops. They strive to develop personal working relationships with their clients, while the field offices serve as "one-window" access points to the ministry's assistance programs and services.

In eastern Ontario last year, for example, the Brockville office pitched in to assist the Rideau Canal 150th Anniversary Celebrations with advice on co-ordination and such technical details as printing. In all, 550 events spanning the entire tourist season were held under the anniversary banner—ranging from a historic re-enactment of Colonel By's trip up the Rideau to a steamboat flotilla, antique boat shows and other local festivities.

A grant under the federal-provincial Eastern Ontario Subsidiary Agreement (EOSA) assisted with costs of printing a comprehensive guide to the many participating events. This promotional effort, based on the historic waterway linking Kingston and Ottawa, contributed to an increase of more than 30 per cent in boating traffic on the Rideau last year and helped make 1982 an outstanding year for tourism in eastern Ontario.

The ministry in general and the Tourism Operations Branch in particular act as defenders of and advocates for tourism throughout the public sector. A key goal is ensuring that tourism interests are recognized by other Ontario government ministries in their plans and regulations.

For example, the branch last year took the tourism case to the Ministry of Natural Resources in the development of district land use plans, forest management agreements and moose allocation policy. It reviewed proposed municipal official plans in conjunction with the Ministry of Municipal Affairs and Housing, prepared input for environmental assessments under the Ministry of the Environment, and worked with the Ministry of Transportation and Communications on such issues as road realignments and highway signing.

To keep abreast of the industry's needs, the ministry maintains an active

Fort Henry,  
Kingston





liaison with numerous industry associations, especially Tourism Ontario, the umbrella organization of associations representing more than 7,000 hospitality and food service enterprises.

Last year, the Ontario Travel Association Program (OTAP) was restructured to strengthen the incentive for the 12 associations in the province to raise funds from the private sector, municipalities and other local sources.

The previous lump-sum marketing grants were replaced by a new formula under which the ministry matches dollars raised by the associations on a one-for-one basis in southern Ontario and a two-for-one basis in northern Ontario, subject to the overall program budget. This initiative reinforced the Municipal Awareness Program by providing impetus for travel associations and community groups to co-operate more closely. And conversely, the municipal awareness thrust reinforced travel association efforts to raise more municipal money.

The OTAP program was also strengthened by the hiring of a consulting firm to help all travel associations design marketing strategies for their regions. These local plans dovetailed with the "Yours to Discover" program, complementing the "top-down" province-wide campaign with a "bottom-up" promotional effort presenting each region, district and community in its full colour and uniqueness.

The backbone of the tourism industry is the individual owner-operator—from camps and motels to resorts and outfitters. Tourism consultants last year made it a priority to assist these small businesses in managing, marketing, upgrading and expanding their operations.

The ministry hosted workshops across the province to help operators help themselves. For example, a special consulting assistance initiative last year provided the opportunity for tourist operators to meet with private sector management consultants for one-to-one sessions. Personal reports with advice on marketing or financial aspects of individual businesses were prepared by the consulting firm.

In addition, the "Planning for Profit" program, including counselling sessions backed by a how-to marketing guide, enhanced the management capability of tourist operators. A hands-on guide to financial management was being tested at year's end.

To strengthen the motel industry in particular, the ministry last year financially assisted the Accommodation Motel Ontario Association to complete a study of the future of their business. This has led to a business trends analysis initiative in which motel operators will pool management information to generate performance indicators on an industry-wide basis. The new program will be headed by the association and assisted technically and financially by the Operations Branch.

## Tourism Development

While tourism holds tremendous growth prospects, the competition is intense for the investment needed to realize this potential. It is crucial for communities to plan for the travel future by developing strategies to lure investors and tourists.

In Sault Ste. Marie last year, the province and the city cost-shared a development study which recommended the creation of an independent body to allocate municipal tourism funding. The idea won quick acceptance and an organization called Hospitality and Travel Sault Ste. Marie (HATS) was formed with responsibility for effective use of the city's annual tourism spending of some \$150,000.

A major objective of HATS is to promote the Sault as a travel destination especially to the convention market. It channels funds to several local organizations in a co-ordinated fashion to avoid duplication and maximize impact. With a 13-member board of directors drawn from the local business community, tourist industry, city government and the ministry, HATS also has a mandate to smooth the way for development in the tourism plant by working to assist potential investors.

The success of the Sault Ste. Marie study, and of a similar project in the Grey-Bruce-Owen Sound region, led the ministry to turn this initiative into an on-going Municipal Tourism Development Planning Program. The ministry supplies up to 60 per cent of the costs, and the municipality the rest, for studies to identify developmental opportunities, devise a marketing plan, define the roles of tourism organizations and promote awareness of the benefits of tourism to the area.

The Regional Municipality of Sudbury, which is boosting its tourist image through the 1983 Centennial celebrations and the planned 1984 opening of the Science Centre North (to coincide with Ontario's Bicentennial), became the next community to qualify for this assistance to develop a regional tourism master plan.

In addition to striving to build a regional planning framework, the ministry last year assisted specific high-potential development projects. The aim: to expand the province's accommodation and attractions base to compete for the international traveller's dollar.

To link tourism and recreational opportunities, for example, the ministry co-operated with the Ministry of Natural Resources on a feasibility study which favoured a private sector resort lodge in Sandbanks Provincial Park in Prince Edward County.

Feasibility studies are often the beginning rather than the end of a government-business partnership. For example, the ministry's preliminary planning for Timbertown, a theme park based on the logging era of the Upper Ottawa Valley, laid the groundwork for a commitment of up to \$3.8 million by the government's Board of Industrial Leadership and Development (BILD). These funds are expected to lever an additional private investment of \$13 million.

Likewise, a ministry-assisted study expedited a \$1.5 million BILD commitment to help finance a \$6.3 million country-western theme park at Prudhomme's Landing near Grimsby.

In addition to supporting tourism "mega-projects", however, the government supplies a wide spectrum of financial assistance programs tailored to the needs of the smaller tourist operator. A survey commissioned by the ministry last year found that tourist operators who had received government financial assistance were generally very satisfied with the way the support met their needs.

The Ontario Development Corporations administer several tourism loan programs in a co-operative effort with the ministry's tourism field consultants and the Tourism Development Branch.

For example, the Tourism Redevelopment Incentive Program (TRIP), inaugurated in 1979, guarantees loans from conventional sources of up to \$500,000 and provides interest subsidies of five percentage points for five years, decreasing by one point each year thereafter. By the end of 1982-83, 122 loans valued at \$38.6 million had been guaranteed to assist operators to construct, upgrade and expand hotel and resort accommodations and attractions. The totals include \$7.9 million guaranteed last year for 28 borrowers.

In other low-interest lending programs, the ODCs have awarded a variety of tourism term loans totalling some \$85 million since 1970. Last year, 65 loans were made totalling \$4.9 million for facilities development, including \$539,000 to help 14 establishments secure a higher Tourism Ontario grading.

The government's objective in all these programs is to lever private sector investment in projects by sharing the risk. The ministry, however, will not accept a dominant position in the investment partnership.

This philosophy guides two cost-shared federal-provincial agreements which have tourism components. Four million dollars is allocated under the Eastern Ontario Subsidiary Agreement (EOSA) to help fund tourism infrastructure, historical restorations, feasibility studies and tourist events, while \$3 million is available under the Northern Ontario Rural Development Agreement (NORDA)

Camping,  
Willow Creek,  
Barrie



to finance tourist attractions, marketing programs and feasibility studies. Both agreements run for four years and expire in March, 1984.

EOSA money so far has been at work on 33 projects across eastern Ontario with \$2.2 million committed in tandem with private investments of \$5.7 million. Fifteen contributions were approved last year totalling \$870,000. EOSA, for example, backed a feasibility study for a destination resort near Upper Canada Village in the Morrisburg area.

Last year, NORDA funds totalling \$1.2 million stimulated 69 development projects in northern Ontario. Since its inception, NORDA has invested \$1.5 million in 79 projects involving private commitments of \$2.1 million.

These loan programs, coupled with BILD's heavy commitments to tourism, resulted in a provincial government investment of \$62.3 million last year for tourism development.

Previous BILD awards continued to bear fruit as construction proceeded on major new convention facilities which will propel the Ontario meetings industry into the world rankings.

The Metropolitan Toronto Convention Centre, scheduled to open in fall 1984, will be the largest in Canada and will compete directly with the top ten convention centres in North America. BILD contributed \$27 million toward the \$77 million cost. In Ottawa, the \$32.5 million Canada's Capital Congress Centre is set for a January, 1984 opening and benefited from \$10.8 million in BILD financing.

In a further initiative to strengthen the supply side of the tourism industry, the Ministry provided advice and supplementary funding for Tourism Ontario's accommodation grading program introduced last year. The 650 rated properties were entitled to display the blue and yellow sign and were featured in the Ministry's "Accommodations" guide. The ratings are based on a star system, from one to five, so the traveller can readily compare them to grading systems in most other jurisdictions.

The ministry supported manpower development in the tourism industry by co-operating with the Ontario Hostelry Institute affiliated with George Brown College. The Institute provides skills training in food service and other hospitality areas. Its executive director was seconded from the ministry staff.

To encourage investment in the tourism plant, the ministry offered professional counselling services which helped operators and investors assess technical and business aspects of new developments, expansions or improvements to existing facilities. This effort was supported by 13 manuals on themes ranging from marina development to expansion planning.

The Tourism Development Branch also generates the provincial response to tourism-related applications under the Foreign Investment Review Act, and similarly evaluates the business plans of prospective immigrant entrepreneurs for the federal immigration authorities. Both assessments are channeled through the Ministry of Industry and Trade.

Lake Helen  
near Nipigon







Ontario

## Recreation Division

### Sports and Fitness

At the 1983 Canada Winter Games, February 17 to March 2 in Saguenay-Lac-St.-Jean, Quebec, the Ontario team captured the games flag, finishing first by the largest point spread in the 16-year history of the national competition. 240 Ontario athletes participated in 18 sports ranging from alpine skiing to volleyball and won 38 gold medals, 23 silver and 23 bronze for a total of 224 points, compared with 209.5 scored by Quebec which finished second.

The ministry supported Ontario's team by contributing \$400,000 to sport governing bodies to cover training and other expenses, and by organizing a unique training and selection camp for athletes, trainers and coaches prior to the games. Held at Centennial Park in Etobicoke in late December, this camp was a first in Ontario team preparation and helped to forge our outstanding athletes into a highly motivated, cohesive unit.

The Canada Games are designed for promising athletes who have attained performance levels just below national and international rank. Those who perform well will hopefully advance to become national-team carded and therefore eligible to compete in international events such as the Olympic, Pan-American and Commonwealth Games and World Championships.

In fact, athletes who progressed through the Ontario sport development system made an immense contribution to Canada's performance at the Commonwealth Games in Brisbane, Australia in September, 1982.

Nearly half of the Canadian team consisted of Ontario athletes who returned with nearly three-quarters of the medals earned by Canada. The Ontario sport community is now gearing up for the 1984 Olympic Games in Los Angeles and Sarajevo, and is beginning to lay the groundwork for a strong Canadian performance at the 1988 Winter Olympics which will be held in Calgary.

To help our athletes reach their top potential and, as important, to strengthen the technical base of the Ontario sport system, the ministry last year provided funding for sport governing bodies to establish seven sport development centres for high performance athletes.

These centres are designed to combine the most modern facilities, equipment and technical resources with top-flight coaches. Ontario's best athletes will

Winter Sports,  
Ottawa



therefore be able to meet all their needs for rigorous training and competition here in their home province.

The prototype for this innovative concept was the centre for sprinters at York University operated by the Ontario Track and Field Association. The remarkable success of Ontario sprinters in international competition was a key factor in the decision to apply this approach to other sports. Therefore, the York centre has been established on a permanent basis and a second centre, for multiple events and jumps, has been opened at the University of Toronto.

The Ontario Amateur Basketball Association has created a sport development centre at the University of Waterloo, while the Ontario Women's Field Hockey Association has based a centre at the University of Toronto. The Ontario Sailing Association operates the Couchiching Centre near Orillia in summer, while the Ontario section of the Canadian Amateur Swimming Association has established a training program at Laurentian University in Sudbury. The Ontario Soccer Association will run an indoor training centre during the winter at a site to be selected.

Supplementing the centres is a new athlete assessment facility established last year through ministry funding at the University of Toronto. This centre concentrates the latest resources in sports medicine and technical development to provide a state-of-the-art testing program which is expected to assess some 300 athletes a year. The result will be earlier identification of promising athletes, accelerated development of high performers and more effective coaching programs.

Some of Ontario's most acclaimed athletes train at the sport development centres, including swimmers Alex Baumann and Jennifer Campbell, high jumper Milt Ottey and multiple-event athletes David Steen and Jill Ross-Giffen. But the centres will benefit the many as well as the few, since the coaching methods and training techniques developed there are expected to filter through the sport governing bodies to the individual sport clubs and their broad range of participants.

The sport development centres, therefore, fulfill the ministry's dual mandate

*Lake of the Woods*



—both to assist those who have the talent and desire to progress to the top of their sports and to ensure that all Ontarians enjoy the opportunity for recreation at their own level of interest and ability.

The goals of competitive excellence and mass participation, in fact, are complementary rather than contradictory. The more people who participate in sports, the greater the chance of world-class athletes being discovered. And conversely, competitive opportunities stimulate involvement in sports, not just for the winners but for the thousands of athletes every year who participate in organized sports at any level.

This philosophy underpins the ministry's financial and advisory support of the 76 sport governing bodies in the province. Last year, some \$4.8 million was channeled to these organizations which are responsible for training coaches and officials, organizing competitions, setting standards and developing technical resources. An estimated two million Ontarians participate in sports governed by these bodies.

A further sign of the ministry's commitment to organized sport was the opening of the new quarters of the Ontario Sports Administrative Centre. Located at 1220 Sheppard Avenue East in North York, OSAC now has ample space and support services to permit the 50 resident sports, as well as the 20 non-resident groups served through a special office, to operate at peak efficiency.

The ministry boosted amateur sports last year by giving the Outstanding Amateur Athlete of the Year award a higher profile. A \$5,000 grant was introduced, payable in the name of the winning athlete to his or her sport governing body, and \$2,500 grants were awarded to the sport governing bodies of the eight athlete excellence award winners. The bursaries will be used to finance training and competition projects for developing athletes in those sports.

Scarborough high jumper Milt Ottey was named Ontario's Outstanding Amateur Athlete of 1982. The award is based on world-class achievement during the calendar year, progression of athletic excellence and conduct consistent with the ideals of amateur sport. The 23-year-old Ottey won a gold medal at the Commonwealth Games and was named the world's top high jumper of 1982 by Track and Field Magazine.

A new Team of the Year award was introduced last year and went to the Al Hackner curling rink of Thunder Bay, which won the Silver Broom World Championship in West Germany.

These award-winners and other national and international champions are recognized at the Sport Achievement Award Banquet, which annually attracts more than 1,000 athletes, coaches, managers and volunteers.

The ministry also initiated a new program to recognize individual or team accomplishment at the regional and community level. Known as the Sports Championship Certificate, the award honours first-place winners of local and regional competitions, including tournaments, house leagues and recreational leagues. Nominations are made to the ministry's regional offices by league representatives.

The superb performance of Ontario athletes at the Canada Games and the Commonwealth Games is a tribute to Ontario's sport development system. A key element in this system since 1977 has been the ministry's Elite Athlete Assistance Program which enables top-ranked and emerging athletes to pursue their athletic careers without financial hardship. The program so far has disbursed grants totalling \$2 million to assist promising athletes with education, training and competition expenses.

Ontario's coaching development program, begun in the mid-1970s, is now a national program operating in all provinces and territories and has become a model for other countries as well. Last year, the ministry enrolled more than 3,500 coaches in 200 training courses in 65 communities. Two regional coaching co-

Algonquin Park





ordinators were hired to expand the development capability in the northwest and northeast regions.

As well, Wintario grants totalling more than \$830,000 were dedicated to supporting 33 master coaches, who are internationally recognized for sophisticated technical skills, as well as 17 provincial coaches representing 14 sports. In addition, Wintario gave volunteer coaching an assist through project grants in 17 sports.

Last year, the ministry completed a reassessment of the Ontario Games which confirmed their value as a stepping-stone toward world-class achievement. Plans were announced to resume the games in summer, 1983 in Sudbury for those sports committed to using the games as provincial championships for one age class.

The provincial games concept has scored an overwhelming success as a focus for the growth of the disabled sports movement in Ontario. Hosted by the City of Sarnia, the 1982 Ontario Games for the Physically Disabled were the eighth in the annual series. They were the culmination of a series of regional qualifying events and hence encouraged broad participation across Ontario.

The games involve four divisions—wheelchair, blind, cerebral palsy and amputee—and include traditional sports such as track and field, swimming and weightlifting, plus events like wheelchair slalom devised to challenge specific disability groups. Publicity surrounding the games has inspired many communities to make facilities and sport opportunities more accessible to physically disabled persons.

To ensure that Ontarians in all regions have access to sports resources, the Ontario Sports Travelcade continued to tour the province last year. The Travelcade is a 45-foot van housing a resource library including technical materials and audio-visual aids. It is staffed by sports specialists prepared to answer questions and hold clinics tailored to community needs. Last year, the caravan visited 139 schools where it ran 524 clinics for nearly 12,000 students. Travelcade also conducted 34 community clinics and entertained nearly 22,000 people in 46 communities.

## Fitness Services

Not everyone, of course, plays organized sports. But everyone can benefit from exercise and physical activity. The ministry's fitness program, introduced in 1977, has built public awareness and developed community resources to expand participation in physical activity as a positive force in physical, mental and social health.

A Gallup poll, conducted for the ministry in November, 1981 and released last year, showed that 56 per cent of all Ontarians are now physically active at least once a week—representing a 7 per cent increase over a three-year period. Furthermore, this gain was entirely due to those who are active three times a week or more, a group which increased by 11 per cent. The trend is particularly strong among women, who now exercise as regularly as men, and among senior citizens, who recorded a 15 per cent increase in participation compared with a 4 per cent increase for those age 18 to 29.

57 per cent of inactive people said they were definitely planning to begin some form of physical activity in the near future, or would like to do so. On the down-side, despite the rising participation rate, the survey found that only 22 per cent of Ontarians were active at a high level of energy expenditure.

These trends pose a three-fold challenge for fitness planners, managers and programmers: to assist active people, especially beginners, to maintain their involvement; to raise the activity levels of low-active people; and to encourage interested people to begin to participate.

Ministry initiatives last year began to address these priorities. The Fit/Five program, for example, launched in 1978, was revamped and reintroduced. By year's end it was helping more than 50,000 Ontarians to become and stay active.

Stressing that fitness is not just calisthenics, the program includes 51 types

of activity, from basketball and badminton to gardening and lawn-mowing. Points are awarded based on the nature and frequency of the activity, and certificates are awarded for completion of each of five fitness levels. Once the participants have finished all five stages, fitness should have become a regular part of their lifestyle.

250 businesses and agencies including General Motors of Canada, Bell Canada, YM and YWCAs and municipal recreation departments, now operate the program in-house. The ministry supplies advice and resource materials for these employee fitness initiatives and also directly runs a program available to the general public. In a promotional campaign last year, some 850,000 brochures were distributed through over 4,000 outlets including grocery stores, LCBO outlets, libraries, business firms and community agencies.

An estimated 15 per cent of Ontario business corporations offer employee fitness programs, which have helped increase productivity and employee satisfaction. To raise this number, the ministry last year sponsored a major Toronto conference attended by 95 business executives which explained the why and how of employee fitness programs.

The ministry's "corporate challenge" project also boosted fitness awareness and participation. In Windsor, teams from 32 companies competed in a mini-Olympics featuring events like Pass the Buck (a medicine ball relay) and Board of Directors (a centipede walk by contestants linked together on extra-wide skis). 3,200 people in all were involved in what has become an annual event in Windsor. In Scarborough, the Businessmen's Association received a Wintario grant for a similar program in which more than 20 companies and 200 people participated.

Fitness in the Ontario public service was the subject of a ministry feasibility study undertaken last year to determine the needs and requirements of Ontario government personnel. The investigation focused on both senior management and employee attitudes and will form the basis for a government decision in 1983.

To expand community fitness resources, the ministry last year trained 630

*Whitewater Rafting  
Ottawa River*





fitness teachers, on-floor leaders and other practitioners through 21 Fitness Ontario leadership workshops. A further 60 agency staff were trained to run their own volunteer development programs.

In addition, the ministry developed curricula and resource materials for leadership courses in such fitness areas as music, dance, stress, nutrition and pregnancy and expanded the circulation of its quarterly fitness newsletter to 3,600 from 2,500.

The fitness movement has continued to grow, and it is essential to ensure that the services offered by physical educators are safe and effective. For this reason the ministry has developed a certification and accreditation program for fitness testers, in co-operation with the Canadian Association of Sport Sciences.

In early 1983 the ministry offered six marketing seminars across the province to encourage a consumer orientation in fitness promotion. The workshops were filled to capacity with total attendance of 450. In addition, fitness staff generated approximately \$1.75 million worth of free broadcast and print exposure for public service advertising and announcements.

Finally, the ministry last year laid the foundation for a new youth fitness initiative by completing a two-volume report on strategies for encouraging young people to adopt a more active lifestyle. This information will be translated into program plans in the future.

## Recreation

While sports and physical activity are important, the concept of recreation is broader, embracing social, cultural, artistic and intellectual experiences as well.

The ministry strives to create an environment in which the full range of recreational pursuits can flourish—by ensuring that all Ontarians enjoy access to opportunities and the capacity to choose the right activities for their personal satisfaction.

The ministry last year exercised leadership to focus recreational resources on the emerging needs of older adults—a rapidly expanding population group.

It is not enough to tell an older person to get a hobby. Instead, sensitive leisure counselling is essential to help people develop, articulate and practice personal philosophies of leisure. To make creative use of free time, a retired individual must have a clear self-image, an understanding of his or her own interests and abilities, as well as an awareness of what particular activities involve and how much they cost.

It should be noted that the term “older” adult includes a wider age group than those over 65. Leisure counselling is also imperative for younger, often well-educated retirees who are seeking meaningful lifestyles outside the world of work.

The ministry spearheaded a campaign last year to equip community leaders with the training and know-how to help older people make recreational choices. A total of 550 people—staff of recreation centres and residential facilities, as well as senior citizens working with their peers—learned counselling techniques at 22 workshops in 17 communities around the province. This effort was supported by a valuable resource manual produced by the ministry, called “You can do it... becoming a more effective helper of older adults in the use of leisure time.”

This thrust illustrates the ministry’s overriding approach, which is not to deliver services directly but rather to provide community groups and individuals with the resources to make things happen.

In addition, the ministry developed manuals and workshops for two initiatives set for a 1983-84 launch. These focused on inter-generational programming, designed to overcome attitudinal barriers between young and old, and projects to meet the needs of older adults residing in institutions or who are home-bound.

In the more difficult economic climate of the 1980s, a plethora of public and private agencies are competing for shrinking resources to meet the growing

“The Brier”  
Sudbury





demand for recreation. The challenge is to reduce this planning in isolation and to encourage a more co-ordinated approach based on shared goals and defined responsibilities. Last year, the ministry took the initiative to further this direction.

A total of 100 municipal clerks, treasurers, reeves and recreation committee members attended three workshops which encouraged neighbouring municipalities to co-operate with one another in planning and delivering services. A direct result was the formation of the Sudbury East and Area Recreation Committee, an inter-community group representing seven municipalities. It is working to plan joint activities and promotional programs and to use community resources more productively through co-operation.

In London, financial assistance from the ministry enabled the city to undertake a comprehensive planning study with a new twist: co-ordination will be stressed in the planning process through broad participation by service clubs, the board of education and other community groups.

The ministry's new Wintario Community Recreation Planning Program, introduced in March, 1983, reinforces the emphasis on co-operation among recreation service agencies. The program broadens the conventional master plan concept by focusing on service delivery rather than exclusively on facilities development. The aim is to rationalize services by reducing duplication and filling gaps to ensure that all community needs are met as efficiently as possible.

Some 200 recreation practitioners participated in ministry-sponsored professional development workshops to strengthen administrative skills and awareness of management trends. They studied how to use computers for such tasks as facilities scheduling and program registration, and how to develop and enforce policy guidelines on issues such as arena rentals.

To keep in direct contact with the recreation community, the ministry supports and consults regularly with the Parks and Recreation Federation of Ontario, an organization comprised of 10 major provincial recreation associations.

The ministry last year facilitated training events, newsletters and other services for 1,000 practitioners, arena managers and recreation students by providing funds to four provincial organizations—the Ontario Municipal Recreation Association, the Ontario Recreation Society, the Ontario Arenas Association and the Ontario Recreation Student Association.

The certification program for municipal recreation directors or equivalent, which encourages professional standards in the recreation field, continued in 1982-83. Certification is based on university or community college training in recreation leadership plus work experience. There is a separate classification for arena managers. Last year, 137 certificates in various categories were issued.

To promote the optimal match between community needs and available services, the ministry acted as a consultant to municipalities and community groups on the planning and operation of facilities. Technical consultations were held on such issues as user fee policies, vandalism, softball field lighting and creative playground design.

The ministry produced a publication and offered seminars on the "Cost-Revenue Squeeze", an initiative for municipal recreation committees which highlighted creative ways recreation managers are raising revenues and cutting costs. The Town of Markham, for example, rents out arenas in the off-season for film and TV productions; the Town of Cobourg has a management services agreement with the YMCA to run both an outdoor pool and an indoor complex with pool, squash courts and gymnasium; and the Town of Dryden compiles and distributes an operating cost comparison for northwestern Ontario arenas showing such indicators as wages per user-day.

Effective leadership by both volunteers and professionals is critical to the success of all sport, fitness and recreation programs. Last year, the ministry introduced a new leadership services consulting program to meet community

Nym Lake,  
Quetico



needs for organizational and human resource development.

The branch continues to provide support and resources for the development of activity leaders involved with a variety of recreation programs, skills and interests at the community level.

Over 5,000 sets of 19 "Municipal Recreation Bulletins" were produced and distributed as an information resource for municipal officials and volunteer community leaders. Each bulletin addressed a key issue or concept, such as financing, community planning, public relations and leisure education. In addition, the ministry began compiling complementary materials which will be used to develop specific training packages as the cornerstone of a major new leadership development initiative.

The Ontario Council of the Boy Scouts of Canada commenced an intensive 18-month organizational review with financial assistance from the ministry. The wide-ranging project will evaluate provincial and regional administrative structures and seek better ways of providing services which are relevant to the needs of today's youth.

The ministry managed 10 research projects designed for practical application. One study, for example, documented community efforts to introduce integrated recreational programs for disabled youth and demonstrated that existing programs had been effective.

"Enjoying Research", a how-to guide to assessing recreation needs, was produced for community use. Written in non-technical language, the publication has proven a valuable planning tool in communities across the province.

The ministry also commissioned a major study of the economic impact of the government's recreation programs to measure the income, employment and tax revenues generated directly or indirectly by recreation.

Preserving the spirit of the International Year of Disabled Persons, the ministry continued to encourage broader recreational options for the disabled. The popular "Kids on the Block" puppet show was kept on the road as 8,000 people viewed performances presented by volunteer puppeteers. The show portrays a dialogue among puppets representing both disabled and non-disabled characters and helps break down stereotypes by answering questions people always wanted to know about the handicapped but didn't dare ask.

The amusing and thought-provoking "Integration Game" was played in sessions for staff of nursing homes, homes for the developmentally handicapped and other groups. This is a board game which raises problems the handicapped encounter in the journey from physical separation to physical integration to social integration. People become more sensitive by facing such questions as how to get home from the store in the rain if you have an electric wheelchair that won't fit in a car or bus.

The ministry provided financial assistance to the Ontario Association for the Mentally Retarded to train persons who are developmentally handicapped themselves to work as volunteers in the organization. And London, Wallaceburg and the Township of Tuckersmith were awarded funding to assist with the hiring of special needs co-ordinators to provide recreation services for the disabled.

The Ontario Camp Leadership Centre operated by the ministry at Bark Lake in Haliburton provided outdoor learning experiences for 3,100 adults and young people last year. In the centre's major summer programs, 700 potential leaders aged 16 to 18 learned or improved physical skills such as canoeing, orienteering and mountain-climbing, or participated in a leadership training course which taught group dynamics, communication and evaluation. A special leadership program with bilingual staff was introduced for francophone youth.

Participants in the skills program are selected by high schools while those in the leadership course are nominated by municipal recreation departments and other organizations operating youth camps. The centre also offers an adult

Winterlude,  
Winter—Ottawa





## Community Programs

skill-improvement course and its facilities are available to elementary and secondary classes for outdoor educational experiences in the spring and fall.

In another program to enhance the quality of outdoor education, ministry consultants provided on-the-spot consultation and advice to 114 community-based camps serving approximately 39,000 children. Some 150 non-profit camps received financial assistance under another ministry program.

A network of 18 community programs offices, grouped into six regions, links the ministry with communities across Ontario. Each office is staffed by consultants who work with municipal recreation and planning departments, private and public agencies and volunteer groups to strengthen local recreation resources.

The community programs consultants not only provide service, they are the service. In personal contact with client groups, they work to improve the effectiveness of recreation organizations and promote sound financial management. They strive to build leadership skills, to expand participation in recreation programs and issues, and to encourage co-ordination and proper planning of services and facilities.

These objectives are accomplished primarily through one-to-one consulting services, supplemented by workshops, seminars and conferences. The offices also serve as the access point to the specialized sport, fitness and recreation consulting units in the ministry's Recreation Division—as well as to the ministry's resource centre, library and film service.

Grants under the ministry's financial assistance programs are a key consulting tool used to reinforce community initiatives. All grants to municipalities and community organizations are negotiated and recommended for the minister's approval by the regional offices.

The assistance measures include the Wintario Capital Grants program, which last year was allocated \$22.5 million for the development of community recreational facilities.

The Wintario Capital Grants program is designed to respond to well-planned local initiatives having strong community support. Projects must be consistent with community recreation priorities and involve broad participation in their planning and implementation.

Additional capital support is delivered to municipal councils through grants under the Community Recreation Centres Act, which provides funds to construct indoor and outdoor arenas and swimming pools, community halls, fitness trails, athletic fields, cultural centres, gymnasiums and tennis courts.

Wintario supports an activity-oriented community recreation grant program. This provides financial assistance for a variety of community-based projects such as purchase of sports equipment, travel to invitational sport or recreation events, fitness motivation initiatives and conferences and workshops. Wintario also offers support for championship travel, coaching development and hosting of events, through the Sports and Fitness Branch.

In addition, municipalities with a recreation committee may be eligible for an annual Grant for Municipal Recreation Programs. The community programs offices also administer the recreation component of the Experience program funded by the Ontario Youth Secretariat. Last year this initiative provided grants to create 1,500 summer or winter jobs in recreation agencies for career-minded young people.

The community programs offices play a dual role, however, not only delivering services but also interpreting community needs. Last year, the message was clear that communities look to their local ministry offices for assistance in planning, co-ordinating and efficiently using more limited resources in a difficult economic climate.

Burritt's Bay





The ministry responded by emphasizing strategies to help community organizations continue worthwhile leisure programs in a time of fiscal restraint.

Co-ordination is one such strategy. The ministry provided advisory and financial support for the hiring of a recreation director in Parry Sound to harmonize recreation programs in several townships. The director is to open channels of communication among service clubs, recreation organizations and the municipal recreation committee, and then work with these groups to develop a comprehensive recreation plan for the community.

A step toward regional co-operation was taken when the ministry assisted the planning of a northwest regional conference, which for the first time will bring together all the organizations working in the sport, fitness and recreation areas. To be held in Thunder Bay in October, 1983, the conference will be the culmination of a two-year project designed to spark dialogue and set directions for the development of recreation in northwestern Ontario.

Closer co-operation among recreation organizations in the northeast was fostered by ministry support for the Northern Ontario Municipal Recreation Association Conference attended by some 150 delegates. The conference, which is an annual event, provided orientation and training for new members of municipal recreation committees, with topics ranging from energy conservation to grant application procedures.

In southwestern Ontario, several municipalities collaborated to form the West Elgin Recreation Committee to facilitate joint planning. In addition, recreation professionals in Elgin, Middlesex and Oxford counties now meet regularly to share ideas and resources.

Stronger management is a priority for boosting productivity in the recreation sector. The ministry invited key officials from municipal recreation departments in the Metro Toronto area to a Senior Management Institute, which was offered over four meetings with about 40 executives attending all sessions. These events afforded the opportunity to scan the recreational environment and consider how recent advances in management sciences can help organizations adapt to changing times.

In the Town of Newcastle, the ministry trained 50 members of facility boards of management in such areas as program development, fund-raising and financial management.

More effective planning and more efficient use of resources also rated as key objectives last year.

The ministry's Peterborough office developed a planning process for rural communities in conjunction with client groups and Recreation Branch consultants. This initiative involved preparation of a publication called "Future Stock", which was introduced to recreation committees and municipal officials at four seminars.

In southwestern Ontario, a workshop on energy conservation in arenas attracted representatives from 20 communities in Grey and Bruce counties. The goal of "maximizing operational efficiency" of sports programs and facilities was stressed in the initial planning for a regional sports management program for municipal staff.

Communities were encouraged to exploit the potential of new technology for raising management efficiency. The London YM-YWCA and the Wallaceburg and London Recreation Departments acquired computer equipment with the help of Wintario program grants.

In other priority areas, the ministry's local offices promoted the development of community recreation facilities and expertise.

The Toronto office co-operated with the City of Mississauga to sponsor a two-day workshop for municipal recreation professionals serving Metropolitan Toronto and Peel Region. The session, which explored case histories and future

*Windsurfing,  
Lake Ontario*



trends, focused on the professional's role as community recreation enabler and resulted in the creation of a community recreation advisory group.

The minister officiated at the opening of a major new arena and community hall in Cumberland, which received financial support under the Wintario Capital Grants program and the Community Recreation Centres Act. Similar grants are helping the City of Scarborough build a total family recreation complex featuring a community hall, fitness centre, gymnasium, outdoor ice rink and links to an adjacent pool and library.

The integration of disabled persons into community life through recreation remained a primary goal of the ministry last year. This was especially so in the eastern region where community programs consultants helped the United Counties of Prescott and Russell establish an integration co-ordinator who was hired through provincial government funding.

The site of the regional games for the disabled shifts each year in eastern Ontario to involve as many communities as possible in this initiative. The 1982 games in Hawkesbury attracted 110 participants and much popular interest. The eastern consultants also worked to strengthen the Regional Council for the Physically Disabled, which provides objective advice on the recreation needs of handicapped people.

Measures to assist other special groups included a Metro Toronto workshop to sensitize recreation specialists to the needs of multicultural communities, and a Wintario travel grant which enabled 16 northern Ontario Indian reserves to participate in an all-Band hockey tournament in Sioux Lookout.

The ministry's fitness specialists and community programs consultants have collaborated with Laurentian University in Sudbury to establish a Fitness North program. The ministry funds staff salaries and operating costs. One of the most popular of the testing, monitoring and leadership training initiatives offered by Fitness North is the "Spring into Fitness" program. This sends staff directly into schools and recreation centres to conduct demonstration fitness programs for young people, on the understanding that the programs will be continued by adult leaders.

Niagara Falls





## Planning and Administration Division

*Military/Naval Establishments  
Penetanguishene*



A fitness resource project has been undertaken with the Lake Huron Zone Recreation Association to encourage fitness awareness and opportunities. Activities planned include a "Seniors and Fitness" conference in Wingham.

In an initiative linking recreation and tourism, the Ontario Wild Water Affiliation is developing an international training and competition centre in white-water canoeing, through Wintario capital funding. Events organized by the centre are expected to boost tourism in the Haliburton area.

Other innovative Wintario projects around the province were a pilot project grant to Thunder Bay's first diving club, which will use the 10-metre tower built for the Canada Games; and capital support to the McIlwraith Field naturalists of London to purchase a property for preservation as a nature study centre.

The Planning and Administration Division plays a behind-the-scenes but essential role in keeping ministry operations functioning smoothly. Last year, the division got the new ministry off to a solid start by creating a cost-efficient administrative structure. This keeps overheads to a minimum by drawing the majority of financial, systems, personnel, legal and general administrative support services from the Ministries of Industry and Trade and Citizenship and Culture.

The division is unique in the Ontario government in the way it relies on other ministries for support services and in the way it combines finance, administration, program evaluation and policy development functions in a single mandate.

Major undertakings last year included the co-ordination of an information and control system which computerized data on all recreation grant programs as a decision-making tool for ministry field managers. Working with ministry managers, the division co-ordinated the development of a ministry management guide which integrates managing-by-results, performance evaluation and financial reporting into an overall management cycle. Standardized administrative procedures were established through publication of the ministry administrative manual.

In its policy development role, the division co-ordinates the policy thrusts of other major ministry program areas—melding their proposals with financial analysis and a corporate perspective to facilitate the setting of priorities.

The personnel co-ordinator in the division is responsible for development and management of the ministry's human resource systems, including a full range of personnel services and manpower programs.

Affirmative Action and French Language Services are co-ordinated for the Ministry of Tourism and Recreation by the Ministry of Industry and Trade. Last year, Ontario Place appointed a female executive, the new ministry's first, and three women joined the ministry's managerial ranks.

The French language program handled media relations with French-speaking journalists, maintained liaison with Ontario's francophone community, and represented tourism and recreation interests on an interministerial committee awarding grants to francophone organizations.



## Communications Branch

The Communications Branch is a centralized support group which provides communications advice and services to the rest of the ministry. It is involved in some way with most of the events and programs described in this report. The annual report itself is one of the wide-ranging activities the branch undertakes.

In a major communications project last year, the branch sent a staff team to Chicoutimi, Quebec to provide on-the-spot coverage of Ontario athletes during their victory at the Canada Winter Games. Extensive print and broadcast coverage was generated as a result, especially in many mid-size Ontario communities with local athletes competing in the national games.

The branch produced some 60 speeches, 100 news releases and a variety of reports during the year, and responded to an average of 100 public and media inquiries about the ministry every day.

Feature-length stories for the travel consumer and the travel trade were produced regularly. Brightly-written general-interest articles appeared in daily and weekly newspapers in the U.S. and Canada and in selected consumer magazines. Trade features conveyed tourism industry news to travel decision-makers through business publications in domestic and international markets.

## Visit Ontario Program

Through this program the Communications Branch assists journalists, broadcasters and film crews to visit and research stories on Ontario's attractions and facilities. In 1982-83, 199 journalists from Europe, the United States and Canada participated in VOP activities. An additional 200 media people received support ranging from the provision of information and photographs to assistance with itineraries in the province.

The program generates valuable publicity both inside and outside Ontario. A spring media tour to Ontario's whitewater rafting country, with costs shared by the ministry and the operators, resulted in \$400,000 worth of Toronto media exposure for this new provincial attraction. The VOP program is closely tied to the marketing strategies and objectives of the tourism division.

*Ste. Marie Among the Hurons,  
Midland*



## Corporate Advertising and Special Projects Group

Serving the entire Ontario government, this group is a resource unit which consults with ministries and agencies on advertising policies, agency selection procedures and remuneration practices. It also co-ordinates special promotional projects and provides a comprehensive range of audio-visual services.

Among the group's responsibilities is co-ordination of the Government Information/Communication Program (GI/CP) and its "Ontario 20" Ethnic component. In 1982-83, 18 advertisements conveying information on citizen services were produced and placed in more than 300 English language community newspapers, 12 French journals and 123 Ethnic publications throughout the province. Television commercials were produced in 20 languages and ran on eight stations.

The group also oversees the Agency of Record, a centralized media purchasing service which executes all Canadian media buys by the Ontario government to achieve the maximum cost efficiency. Last year, the unit processed 1,280 media transactions on behalf of 14 advertising agencies and their government clients.

With the help of the Corporate Advertising and Special Projects Group, The Financial Times of London, England published an impressive "Ontario Survey" supplement in September, 1982. The group co-ordinated the advertising participation of eight Ontario government ministries in this first-ever supplement, which described Ontario's investment prospects and travel attractions for 750,000 readers in 150 countries.

In another highlight of 1982-83, the group organized the planning of Future Pod, an Ontario Place exhibit designed as a permanent showcase for Ontario high technology.

## Parks and Attractions

Major destinations offering top-quality recreational experiences are a key element in Ontario's tourism draw. The provincial government's parks and attractions have been consolidated under the Ministry of Tourism and Recreation—a move which signals the government's determination to realize their potential for stimulating travel across the province.

### Niagara Parks Commission

Formed in 1885, the Niagara Parks Commission has cared diligently for Ontario's premier natural asset, the Canadian Niagara Falls and surroundings, for nearly a century. The self-sustaining parks system now includes historic sites, restaurants, golf courses, campgrounds, a marina, swimming beaches, picnic areas, gift shops, horticultural gardens and school and scenic attractions. Overall attendance at attractions, golf courses and museums totalled 2,949,235 for the year ended October 31, 1982.

### Ontario Place

An internationally acclaimed cultural, leisure and entertainment complex built on three man-made islands along the Toronto waterfront, Ontario Place attracted 2,499,639 visitors in its 1982 season. A real success story was the new Future Pod, a hands-on, interactive high-technology display co-sponsored by the Board of Industrial Leadership and Development (BILD) and the private sector. The 75-day summer show, including 23 exhibits in 17,000 square feet of display space, recorded attendance of 674,930.

### St. Lawrence Parks Commission

Created in the mid-1950s during construction of the St. Lawrence Seaway and allied power project, the St. Lawrence Parks Commission has a mandate to preserve the region's historic character and to foster recreational opportunities for visitors. It operates two of the province's most significant historical sites—Upper Canada Village near Morrisburg and Old Fort Henry in Kingston.

A total of 172,525 visitors helped Old Fort Henry celebrate its 150th anniversary last year, while attendance at Upper Canada Village totalled



274,637 and nearly 2.25 million people enjoyed camping in the commission's 15 provincial parks. With the help of a \$2 million BILD grant, Upper Canada Village completed the reconstruction of a 19th-century flour and grist mill expected to open in 1984.

## Old Fort William

Old Fort William in Thunder Bay offers a living history program which now ranks as one of the top three in North America. A total of 111,257 visitors last year attended these presentations, which included council meetings, ceremonial canoe landings and other historical dramatizations on a daily basis, plus seven special pageants and events. A new 20,000 square-foot support services building, opened in January, 1983, includes fully equipped shops for historic tradesmen to produce articles for sale to visitors.

## Huronian Historical Parks

This component of the ministry administers the Historic Naval and Military Establishments, a restored 19th-century British naval and military base in Penetanguishene, and Sainte-Marie among the Hurons, a reconstructed 17th-century French Jesuit mission in Midland. The opening of phase one of a new visitor centre at the Establishments contributed to the overall 18 per cent attendance increase recorded by the parks last year. The new centre contains a reconstructed schooner ship which has attracted wide interest.

## St. Clair Parkway Commission

The commission is a joint initiative of the Province of Ontario, the counties of Lambton and Kent and the cities of Sarnia and Chatham. Its mandate is to preserve the St. Clair shoreline for public access, maintain a scenic drive along the river and encourage tourism. The commission operates waterfront parks, campgrounds and a golf course. In spring, 1983 an agreement was signed approving BILD funding of \$2.75 million for construction of a Sarnia Bay Marina to be built and operated by the commission.

*Old Fort William  
Thunder Bay*





## Minaki Lodge Resort Ltd.

Construction activity reached a peak last year as the planned 1983 opening date for the world-class resort and conference centre approached. Reconstruction of the main lodge was finished, new bedroom wings were built, site services installed, landscaping completed and all facilities furnished and decorated. Project investment in 1982-83 was \$8.6 million for a total investment since reconstruction began in summer, 1980, of \$21.7 million.

Concurrently, a strong sales, advertising and marketing program was underway. At the end of March some 7,000 room-nights had been sold, almost half the 1983 objective of 16,000.

## Thunder Bay Ski Jumps

The Thunder Bay Ski Jumps are regarded by international ski experts as having the ultimate design for jumper safety and are cited as an example to be followed for other world-class jumping facilities.

The two jumps, one 90 metres and the other 70 metres, are in use an average of 150 training days per year. More than 200 Ontario athletes from six national, provincial and local teams use the facility to train and compete. In addition, more than 400 Ontario residents have trained as volunteers to assist in all aspects of training and competition.

The jumps are the site of the World Cup of Ski Jumping and other major ski events that provide international publicity to Ontario and Thunder Bay. World-ranked jumpers such as Horst Bulau and Steve Collins developed their skills on the facility.

The Ministry of Tourism and Recreation provides operating and capital funds to Thunder Bay Ski Jumps Limited, who operate the facility on the government's behalf.

*Minaki Lodge*





## Ontario Lottery Corporation

The provincial Legislature created the Ontario Lottery Corporation in 1975 in order to keep the millions of lottery dollars then flowing out of the province at work at home. In eight years of developing and managing government lotteries, the corporation has returned net proceeds totalling \$860 million to cultural, sport, recreational, and medical research projects in the province.

Strong public support last year resulted in proceeds of \$163 million, with ticket sales totalling \$550 million and prize money reaching \$294 million. To stimulate consumer interest, the corporation introduced a new interprovincial game, Lotto 6/49. Other product innovations included Wintario mystery bonus prizes of locally manufactured merchandise, and a Super Loto promotion featuring 1,000 domestically produced cars as prizes. The corporation also operated the Lottario and Provincial games.

## Trillium Foundation

In September, 1982 the Ontario government created the Trillium Foundation as an innovative approach to providing voluntary social service organizations with access to lottery revenues while stemming the proliferation of province-wide lottery games. The Foundation, which is run by an independent voluntary Board of Directors, will eventually receive up to \$15 million a year from the province on the basis of a formula which gives it an annual share of the profits of the Ontario Lottery Corporation.

The Foundation will make province-wide, time-limited grants for specific projects or the unfunded portions of ongoing programs available to agencies providing a direct service to the public in the social services field. The grants are not intended to substitute for existing sources of funds, and will ordinarily be granted based on some ratio from other sources in order to provide an incentive for continuing private sector fund raising.

*Big Thunder  
Thunder Bay*





Ontario

## Ministry of Tourism and Recreation Financial Data 1982-1983

### Ministry Administration Program

Main Office . . . . .	\$ 1,233,568
Transfer Payments . . . . .	1,200,000
Information Services . . . . .	560,504
Corporate Advertising and Special Projects . . . . .	619,649
Ontario Trillium Foundation . . . . .	5,000,000
TOTAL FOR MINISTRY ADMINISTRATION . . . . .	<u>\$ 8,613,721</u>

### Tourism Development Program

Program Administration . . . . .	\$ 242,998
Tourism Industry Development . . . . .	1,550,884
Tourism Marketing Development . . . . .	20,677,636
Tourism Field Operations . . . . .	3,501,718
TOTAL FOR TOURISM DEVELOPMENT . . . . .	<u>\$25,973,236</u>

### Tourism and Recreational Attractions Program

St. Clair Parkway Commission/Thunder Bay Ski Jumps . . . . .	\$ 855,588
Ontario Place Corporation . . . . .	3,570,000
St. Lawrence Parks Commission . . . . .	10,481,817
Huronian Historical Sites . . . . .	1,925,793
Old Fort William . . . . .	2,178,631
Resort Development . . . . .	959,712
TOTAL FOR TOURISM AND RECREATIONAL ATTRactions . . . . .	<u>\$19,971,541</u>

### Recreation, Sports and Fitness Program

Program Administration . . . . .	\$ 345,724
Transfer Payments . . . . .	20,799,115
Recreation . . . . .	1,805,491
Sports and Fitness . . . . .	11,936,584
Recreation Field Operations . . . . .	4,165,032
Experience '82 . . . . .	1,698,398
TOTAL FOR RECREATION, SPORTS AND FITNESS PROGRAM . . . . .	<u>\$40,750,344</u>

MINISTRY TOTAL: \$95,308,842







Ministry of  
Tourism and  
Recreation

Province of Ontario  
Queen's Park  
Toronto, Canada  
M7A 2E5

Hon. Reuben C. Baetz  
Minister  
John R. Sloan  
Deputy Minister





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# Ministry of Tourism and Recreation

## Annual Report 1983-1984









## Tourism and Recreation:

A ministry  
on the leading  
edge of change

Tourism and recreation — they are two social activities consistently on the leading edge of change.

Since its creation in 1982, the Ministry of Tourism and Recreation has been promoting and advocating the interests of these two related and emerging fields. The ministry is new, the staff is young and the work dynamic.

Both tourism and recreation industries face similar challenges in the future.

Demographic changes mean smaller families, more young adults and a growing older population. Technological change and workplace trends have resulted in shorter working days, more frequent or extended vacations, and early retirements.

One of the major results of all this change is that Ontario residents are enjoying more leisure time and are increasingly sophisticated about their use of this newfound personal time.

A leisure ethic has evolved: the province's residents are more actively pursuing recreation. Both residents and non-residents are also demonstrating a fervent interest in tourism. And travellers are seeking more than picturesque sights and clean streets. The ministry's research indicates a strong demand for recreational opportunities, from participating in sports to camping in Ontario parks.

The ministry has assumed a leadership role in responding to our society's emerging needs, with the purpose of improving the capacities of these two 'sunrise' industries — tourism and recreation. The staff's method of operation is to work closely with the people — from private and public sectors — who are developing these industries. Our shared goals are to ensure access for Ontarians to recreation at every level of ability and interest; and to develop the tourism plant in an increasingly competitive marketplace. Within the text of the following report are several examples illustrating projects where ministry staff and clients combined to achieve goals in the tourism and recreation fields.

In 1983-84, two very significant reports delivered to the ministry demonstrated the importance of the tourism and recreation industries to the provincial welfare.

Knowing that the benefits of recreation to the human and social fabric of the province had been well documented, the ministry sought to gather quantitative data which would shape future program planning and indicate the economic contribution of recreation to the province. The resulting study, conducted by an independent consulting firm, found that for every dollar spent by the Recreation Division of the ministry, \$9.00 of economic activity were generated in the private sector.

### Recreation as an economic force

The recreation study found that the programs of the ministry — ranging from capital grants to fitness consulting to development of organizational goals and leadership — serve as an important tool of economic development. The economic impact reaches into every sector of the economy. For example, organized ice skating creates direct private and public expenditures of \$533 million annually: amateur hockey itself generates in excess of \$418 million spending a year on equipment, fees and training, ice time, travel accommodation, souvenirs and food.

The study provided guidelines for future programming priorities. It cautioned, for instance, against curtailment of volunteer training seminars, because an estimated 20.4 million hours (1979 estimate) were dedicated by volunteers to recreation, leisure and sports activities. Based on an average provincial wage of \$10 per hour, volunteers thus contributed \$204 million of time.

The ministry's commitment to a leadership role — providing consulting services to volunteer organizations, municipalities and to the private sector — was confirmed appropriate by the report. In 1981, municipalities spent \$538 million on recreation; the private sector, \$271 million; and the average family, \$2,300 on activities ranging from minor baseball to tennis.

The economic impact study also documented a number of benefits of recreation which, while difficult to quantify precisely, have major impacts both in financial and social terms.

The study indicated the contribution of physical activity to improved physical health, with significant reductions in

health care costs. These benefits can be especially pronounced at the workplace, resulting in reduced absenteeism and turnover, plus improved productivity.

Recreation also plays a critical role in the mental health of individuals, in terms of such factors as stress reduction and improved self-esteem. The study particularly emphasized the importance of recreation to individuals who found themselves displaced from the workplace.

The study documented that recreation plays a critical role in community life and in supporting community cohesion and stability. This is particularly true for communities at risk because of high unemployment or other stresses.

The study also substantiated the importance and value of recreation to the individual. It indicated recreation's significant role in the improvement of the quality of life in Ontario's communities.

A complementary report was also produced by the Tourism Division. The Ontario Travel Survey was conducted by an independent research firm. A total of 4,312 households recorded details of their travelling for a two-month period. Information gathered included destination, purpose, duration, distance, mode of transportation, accommodation, activities and expenditures. The study confirmed that the Tourism Division's most important market is Ontario's own residents – in 1982, the year the survey was conducted, Ontarians spent \$4,056 million in Ontario on trips of at least 40 kilometres (25 miles) from home.

#### **Tourism industry must meet public's expectations to be successful**

The travel survey, which was taken in 1982 and analyzed prior to release late last year, demonstrated the need for effective plan-

ning to develop facilities and attractions demanded by the travelling public.

The survey, a massive data bank on the travel habits of Ontarians from all economic classes and every region of the province, provided more sophisticated information than any survey previously conducted. The information will provide important market targeting information to the industry, and help establish the direction of ministry programming for the future.

Among the major findings was that the typical traveller is in a more upscale occupation with higher income when compared to the total Ontario population. Nearly half of all person-nights are spent in the homes of friends or relatives, perhaps pointing out a need to enhance tourist packages. The senior citizens and convention business markets show great potential for further development, and recreational opportunities can be a stimulus for tourism development. The arts also prove to be a stimulus for tourism promotion.

#### **Tourism and recreation share ground**

Very importantly, the survey demonstrated a close relationship between recreation and tourism activities. Sporting events and outdoor activities occurred in 24% of all tourism person-trips, a statistic which provides further impetus for inter-ministry coordination.

In the ministry's continuing role as partner to the private sector tourism industry, its survey is being divided into detailed regional profiles to provide valuable market research data to operators.

The survey also motivated an economic impact study which will strengthen the advocacy role assumed by the ministry in dealing with other government ministries,

Camping, Wasi Fall, Lake Nipissing





municipalities, volunteer organizations and the private sector. It will enable the ministry, for example, to quantify the effect of proposed changes such as new tax laws on the tourism industry of the province, thus strengthening the advocacy position of the ministry.

#### **Ministry responds to studies**

The ministry is already restructuring to meet goals highlighted by the studies. To prepare for the future, while considering the contemporary need for maximum economic efficiency, the ministry realigned its field organization. The purpose was to provide better service to Ontario communities and to take better advantage of the resources assembled in the ministry. A Field Services Division was created out of the existing Recreation and Tourism Divisions to deliver programs and consulting services to Ontario communities.

During the 1984 calendar year, regional offices are being formed in Thunder Bay (Northwest), North Bay (Northeast), London (Southwest), Toronto (Central) and Ottawa (East). The regional director in each office will report to the Division's executive coordinator in Toronto. Coordinators of tourism and recreation services in each regional office will oversee program delivery through 21 branch offices. The tourism and recreation consultants will be located in the same office in most communities, providing 'one-window' access and allowing ministry personnel to better use resources. Previously, Tourism and Recreation Divisions maintained separate offices.

The realignment is the result of a need to streamline the ministry to meet the demands of Ontario's population through the 1980s and 1990s.

We in the ministry view both the recreation study and the tourism study as cornerstone documents. They will play an important role in guiding us and our colleagues in government and in the field towards positive programs and policies which will see us achieve our potential as leading players in the economic and social life of the province.

I am pleased to present the second Annual Report of the Ministry of Tourism and Recreation.



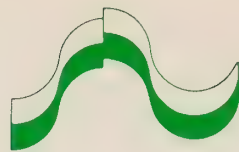
A stylized, handwritten signature in dark ink, appearing to read 'Reuben C. Baetz'.

Hon. Reuben C. Baetz  
Minister



the Ontario Summer and Winter Games expose athletes to conditions of large scale events... important training for their progression to international competition.

pyageur and daughter  
d Fort William



## Tourism Marketing Branch

The branch remained committed to the "Ontario – Yours to Discover!" multi-media marketing program for a fourth year to stimulate the appeal of the province to travellers. Emphasis was placed on television advertising supported by newspaper, magazine and radio exposure.

The Yours to Discover campaign proved the most successful yet. Research showed a remarkable 93% slogan awareness among Ontarians, compared to 85% for the "I Love New York" campaign, which had been running for eight years. In key U.S. markets, the campaign scored an average 67% against strong competition.



### Ontario: compelling destination

Four summer-season television commercials presented Ontario as a destination for the whole family. The addition of two fall-season television commercials enabled marketing of the province as a desirable destination.

In May, a 48-page, full-colour, roto newspaper supplement graphically detailing the province's 12 travel regions was delivered to approximately three million Ontario residences. Additionally, five million copies of the tabloid-size insert were delivered to households of 12 U.S. cities within a day's drive of Ontario. For the winter season, a 20-page supplement was produced and inserted into 42 Ontario newspapers, plus selected dailies in Buffalo and Detroit.

Prior to distribution of the newspaper

inserts, a week-long radio campaign generated consumer interest for the vacation guides.

A continuing series of 600-line newspaper advertisements in Ontario and key U.S. cities alerted travellers to Ontario's variety – from urban appeal to wilderness tours to winter recreational pursuits. National editions of 14 U.S. magazines – up two from the year previous – were used to reach upscale-income, highly-educated audiences. Research has shown this sector is more likely to make long-haul, extended trips to the province. As well, the branch maintained specialty publication advertising to promote the province as a sport fishing destination.

Special consideration was again given to the Manitoba and Quebec markets, still regarded as having growth potential. In Quebec, media personality Gaston L'Heureux endorsed the 1983-84 radio and newspaper campaign. Manitoba advertising featured fishing, camping, skiing and other outdoor activities available in Ontario's northwest. Contests awarding Ontario travel packages were again organized by the Buffalo Evening News and the Detroit News.

The television campaign continued to earn the respect of the advertising trade. Six awards won during the year's major television commercial festivals brought to 19 the total international awards won by the Yours to Discover program since 1981.

## Research Section

With provinces and states recognizing the economic value of a healthy tourism industry, market research has become

The tourism industry may be the province's largest revenue producer by the turn of the century. Currently, about one-third of total Ontario resident expenditure is in the summer months when more trips are taken for recreation/pleasure. In an effort to boost fall and winter tourism, the marketing division distributes colorful newspaper inserts. This is how tourism spending breaks down:

Expenditure Category	(\$ million)
Automobile	798.6
Local Transportation	14.0
Air/Bus/Ship (Canadian Carrier)	818.6
Accommodation	289.3
Food/beverage	934.5
Recreation/pleasure	285.1
Retail/other	915.7
Total	4,055.8





essential to anticipate and satisfy evolving consumer needs and desires. Market research undertaken by the ministry profiled visitors, evaluated advertising effectiveness and existing services and began testing consumer receptiveness to Ontario as a destination in new markets.

Research from both secondary sources and from customized studies was compiled and distributed as appropriate to the industry.

### Travel Survey shows importance of home market

The most intensive study to date of Ontarians' travel habits was undertaken this year. A total of 4,312 randomly selected households maintained diaries of all travel for two months. The survey showed that 91% of all person-trips taken by Ontario's residents are within the province. Ontarians spent \$4.056 billion in Ontario on all trips both within and outside the province. For those trips with an Ontario-only destination an average of \$23.68 per person-trip was spent on same-day travel, and \$67.68 on overnight travel.

Seventy-two per cent of person-nights spent away in the province were in non-commercial accommodations, such as private cottages. Shopping was the most popular activity followed by outdoor and sporting activities.

The results of the survey have been distributed to the tourism industry and they are proving to be a vital planning tool for both private and public sector tourism marketing.

The results of the survey and federally-collected information on non-resident travellers triggered initiation of a tourism economic impact study. The study, to be

completed in 1984-85 fiscal year, will determine the value of tourism to the province in terms of taxes, employment, total income and gross output.

### Research measures advertising effectiveness

Advertising tracking studies monitored the success of the "Ontario - Yours to Discover!" campaign.

Twice during the year, 400 interviews province-wide and 1,200 interviews in U.S. cities determined public awareness. In Ontario, knowledge of the "Yours to Discover" slogan increased to 93% in February, 1984, from an initial awareness level of 44% in August, 1980, three months after the campaign started. In the U.S., awareness varied by region, ranging from 60% in Chicago to 74% in Buffalo and Detroit.

In May and January, the Marketing Branch placed colourful, magazine-style inserts in the weekend editions of Ontario and U.S. border city daily newspapers. Tracking research found that the winter insert inspired Ontarians to take an additional 155,000 trips in the province for a total incremental revenue of \$12 million. This, in turn, produced \$1.7 million in provincial taxes, compared against the \$442,500 cost of insert placement in the province.

In the U.S. it was estimated that an additional 54,000 trips resulted from the insert for a total of \$7 million in additional spending. Again, the provincial taxes of \$980,000 generated from this expenditure outweighed the \$202,700 cost of the insert.

### Monitors evaluate industry performance

About 350 accommodation properties and 140 major attractions throughout the province reported their occupancy/

The Ontario Travel Survey found that 49% of all "destination person-nights" were for recreation/pleasure. This information, available to tourism operators in detailed breakdown by region, may provide valuable guidance for marketers looking to target their advertising campaigns. This chart matches the Ontario area where a traveller stayed overnight with the main purpose of the trip.

Destination	Purpose Visiting friends/ relatives	Recreation/ pleasure	Personal business	Shopping	Business	Convention	Total Person Nights (millions)
Southwest	51.1%	37.8	4.3	0.4	2.9	3.5	7.404
Festival Country	55.6%	27.4	11.3	0.3	2.8	2.6	8.170
Georgian Lakelands	28.8%	64.0	2.0	0.2	4.4	0.7	18.085
Metro Toronto	50.6%	23.7	8.8	2.5	8.9	5.5	7.774
Central Ontario	30.3%	63.0	4.8	0.4	0.7	0.9	14.058
Ontario East	47.7%	38.9	5.9	0.6	4.1	2.8	10.616
Ontario North	36.5%	54.8	3.5	0.2	4.4	0.6	16.836
<b>TOTAL (100%)</b>	<b>39.7%</b>	<b>49.0</b>	<b>5.0</b>	<b>0.5</b>	<b>3.9</b>	<b>1.9</b>	<b>82.943</b>

ating, Niagara on the Lake



attendance to the ministry on a monthly basis, providing an excellent barometer of tourism performance.

### Research abroad

The winter of 1984 marked the second season of the ministry's television advertising campaign in the U.K. Attitude and awareness research studies were conducted prior to the first year's campaign and after each subsequent advertising period. Awareness of the Yours to Discover advertising started at 22% in the pre-advertising wave, rose to 54% after the first year's advertising and to 62% in 1984.

Research began to determine Ontario tourism's potential market in France. In-depth research is being conducted to determine travel behaviour and attitudes of France's residents as well as their knowledge and image of Ontario as a travel destination.

### Profiting from market research

In response to industry requests, the ministry developed a one-day seminar on the fundamentals of market research. The seminars will be offered in 1984 at locations around the province for the tourism industry. Delegates will learn how to set objectives, choose a research method, design a questionnaire, select a sample, analyze results, and estimate research time and costs.

## Customer Sales & Service Section

Broadcast and print advertising generates telephone inquiries by toll-free number to the ministry head office in Toronto. Calls last year increased 21% from the year previous — travel counsellors handled

226,000 telephone inquiries, including 9,128 on French-language lines.

### Travel centres provide assistance

Forty year-round or seasonal travel centres gave information to domestic and foreign travellers. For example, the province's busiest travel centre in the Eaton Centre shopping mall in Toronto serviced 117,000 inquiries in English, French and German. Many inquiries came from Toronto-area residents seeking weekend recreational activities close to home. The travel centre provided display space for one-week time periods to regional organizations, such as the Peterborough/Kawartha Tourism & Festival Country Travel Association. Promotional films singling out special areas or activities within the province were also shown on a regular basis.

The Barrie Travel Centre continued to perform its unique role of providing information on ski resorts and campgrounds, including snow conditions, vacancy rates and even the status of fall colours.

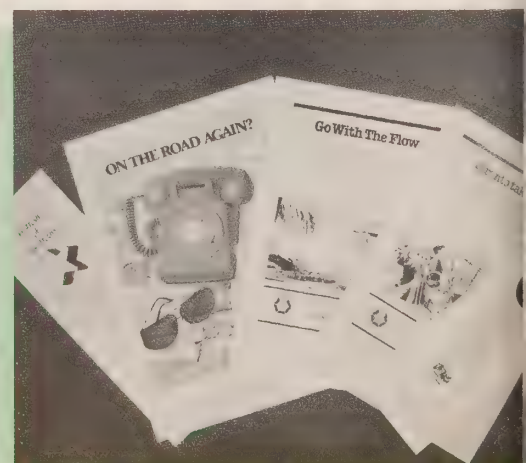
In total, counsellors in the travel centres responded to 955,126 inquiries last year from personal visits, to telephone calls and mailed requests. Some 40 types of consumer publications including a new edition of the Traveller's Encyclopaedia were distributed in response.

Personal customer service was supplemented by continuing support of Teleguide™, a Canadian Telidon system whereby tourist information can be accessed by easy-to-use terminals in areas of high visibility, such as malls and hotel lobbies.

The ministry's toll-free line for travellers' information continued to be advertised by Ontario Place, Ski Thunder Hospitality, Canada's Wonderland, the

The Customer Sales & Service Section of the Tourism Marketing Branch operates a toll-free telephone service (1-800-268-3735) to provide information for potential travellers. The section manager, Carole Churchill, hired 14 students to supplement 11 permanent staff at the head office location for the busy summer tourist season. Here is a 1983 calendar-year record of inquiries:

	By Phone	By Mail
January	11,065	2,295
February	11,104	3,759
March	14,945	4,135
April	12,829	4,543
May	30,526	6,545
June	36,073	5,883
July	38,319	3,024
August	30,220	2,889
September	15,793	2,182
October	8,583	1,576
November	7,160	1,387
December	8,964	828





project: Toronto slow season marketing

**Anne McCall**  
January and February are traditionally slow months in Toronto's accommodation and hospitality business. This year the tourist operators decided to do something about it. John Ryan, who owns several tourist businesses, Bruce MacIntosh, president of the Toronto Hotel and Motel Association, and several other key tourism representatives organized 36 hotels that contributed \$1 per room toward an advertising and promotion budget.

Their idea was to offer hotel rooms on our winter weekends at 50% off along with coupon book offering discounts at theatres, restaurants, attractions and stores.

They approached the ministry for assistance in the early stages. Anne McCall, then coordinator of field offices with the Tourism Operations Branch, arranged in quick order for the ministry to participate. In close cooperation with Tourism Marketing Branch, creative work was arranged and the "Toronto Doubles Your Pleasure" theme was created. Using the private sector funds, the ministry developed a brochure and newspaper advertisements. A newsletter was sent to 5,000 travel agents and the ministry included the program in its winter newspaper supplement to reach nearly three million households.

In the first two weeks after the campaign began, ministry travel counsellors handled nearly 6,000 inquiries about the program. Metro Toronto hotels sold 11,000 room nights under this new initiative, increasing substantially the winter occupancy levels in the Metro area.

Ms. McCall, who has since been promoted to director, central region, Field Services Division, said: "The group arrived with a budget and some ideas. We can certainly help people who are working to help themselves."

The program will be renewed and expanded in 1985.

Toronto, Fort York

Marketing section  
Newspaper advertisements  
encourage tourists to use toll free  
telephone lines provided by the  
ministry.

telephone number in its extensive promotions of Ontario parks.

## Travel Trade & Convention Services Section

Group travel and conventions represent a significant source of potential tourism revenue. To promote Ontario as a destination to these markets, the ministry maintained foreign offices in Frankfurt, Paris, London, Tokyo, New York, Los Angeles and Chicago. Toward convention organizers and corporate meeting planners, the staff emphasized development of international congress business and incentive travel group visits. Occasionally, familiarization trips were arranged to Ontario for key group travel buyers.

The section distributed the Travel Trade Manual and the Convention and Meeting Guide to travel influencers.

As well, a consumer-oriented publication translated from the English to Dutch, German, French and Japanese served to complement awareness created by advertising and other methods.

Travel trade missions were sent to the International Tourism Exchange in Berlin and to the World Travel Market, Britain's major travel show in London. Missions were also dispatched to the annual conventions and marketplaces of the American Bus Association and the National Tour Association.

### Province attracts important convention

The ministry successfully bid for the annual convention and marketplace of the Association of British Travel Agents, which will be attended in November, 1984 by

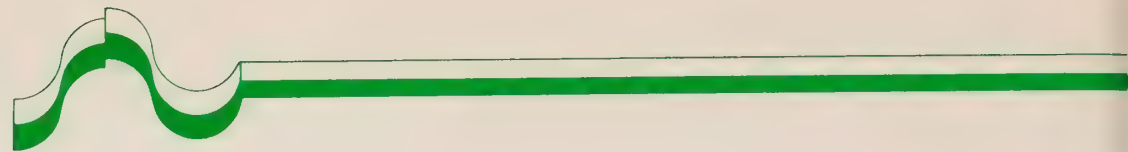
2,400 delegates. Toronto will host the convention.

The travel trade & convention services section continued to stress importance of cooperation with the private sector. Emphasis was placed on complementary promotional and marketing programs, while international offices were kept informed of the status of facilities and visitor's services within the province.

The section also provided financial and consultative support to convention bureaus and chambers of commerce throughout the province to help increase tour group visits and meetings.







## Tourism Development Branch

The Tourism Development Branch contributes to the sound growth of tourism by stimulating the creation, expansion and modernization of Ontario's accommodation and attraction industries.

The objectives of the branch are accomplished through the following programs:

- feasibility studies assistance program
- municipal tourism development planning program
- financial assistance program(s)
- consulting
- advocacy program
- grading program

### Feasibility Studies Assistance Program

This program is designed to assist operators, developers and municipalities with costs associated with conducting market and financial feasibility studies. Sharing costs for feasibility studies increases the likelihood of project implementation as the investor/developer becomes part of the early planning process.

In 1983/84, the average ministry contribution was \$12,000 and the average study budget \$25,000 per project. The studies were conducted by professional consulting firms. The branch provided assistance in developing "terms of reference" and monitoring the consultants' work programs.

The branch also participated in studies during the past year related to major developments at Blue Mountain of Collingwood, Deerhurst Inn of Huntsville, Ontario Hostelry Institute of Toronto and Horseshoe Valley.

Developments associated with these and other feasibility studies helps encourage the private sector to create,

expand and modernize the accommodation and attraction base.

### The Municipal Tourism Development Planning Program

This program, announced February 16, 1983, was designed to produce practical tourism development strategies that will assist municipalities, tourist operators, developers, investors and planners. The purpose is to stimulate the tourism economy of a specific area over a 5-10 year period.

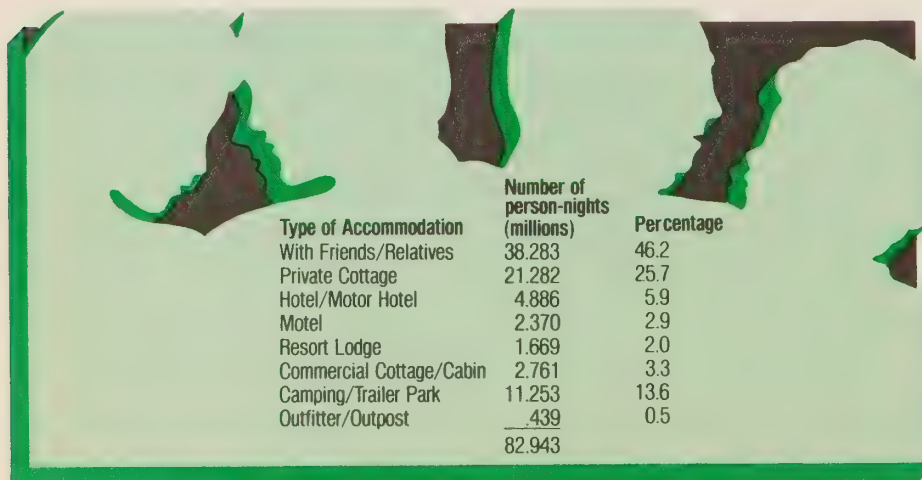
The ministry provided up to 60% (maximum \$36,000) of the costs for a tourism development plan. Municipalities contributed the other 40% and assumed the lead role in all aspects of administering the study program.

Four tourism development plans were completed last year, another six were underway at year-end and several applications from interested municipalities were under review.

Some municipalities acted quickly upon the recommendations of the completed plans. For example, Prince Edward County committed to a substantial increase in their financial support for local tourism promotion and development. It has initiated the creation of a tourism development committee and it planned to hire a permanent tourism manager. As a result of the Whitewater County/Village of Beachburg study, the community is better prepared to accommodate the expected increase in tourism and to reconcile the differences between their rural lifestyle and the expectations of tourists. Demand for the Sudbury Action strategy exceeded the original supply.

The study process encouraged strong commitments and interactions between municipal officials, planners, tourist

Results of the Ontario Travel Survey were significant for both Tourism Marketing and Development branches. Because 71.9% of person nights away from home were spent with friends or relatives, or in private cottages, the tourism industry must continue to upgrade accommodation facilities while advertising their benefits.





operators and ministry staff. As a result, the level of awareness of the importance of tourism was raised through the study process and the identification of specific impacts on the community.

#### **Financial Assistance Program**

Economic development and employment growth are encouraged by providing financial assistance for the establishment and expansion of tourism facilities. Tourist attractions and recreation facilities are eligible if located in areas outside of Metro Toronto. The attractions must be capable of holding tourists in the area, preferably causing them to stay overnight, thereby benefiting local tourist operators and the area economy.

Tourism Development staff review, provide recommendations and assume some administration responsibilities for these programs.

The Tourism Redevelopment Incentive Program (TRIP), inaugurated in 1979, guarantees loans from conventional sources of up to \$1 million and provides interest subsidies of five percentage points for five years, decreasing by one point each year. For new projects, a subsidy of up to 8% in the start-up year is available.

By fiscal year-end, 167 loans valued at \$50.1 million had been guaranteed to assist operators to construct, upgrade and expand hotel and resort accommodations and attractions. The totals included \$11.6 million guaranteed for 45 borrowers in 1983-84.

In other low-interest lending programs, the Ontario Development Corporation has awarded a variety of tourism term loans totalling some \$91 million since 1970. Last year, 57 loans were made totalling \$6.3 million since 1970. Last year, 57 loans

were made totalling \$6.3 million for facilities development, including \$562,300 to help 18 establishments secure a higher Tourism Ontario grading.

The government's objective in all these programs is to lever private sector investment in projects by sharing the risk. The ministry, however, does not accept a dominant position in the investment partnership.

Eastern Ontario Subsidiary Agreement (EOSA), a cost-shared federal/provincial agreement, has had funds at work on 40 projects across eastern Ontario with \$2.5 million committed in tandem with private investments of \$7.1 million. Eight contributions were approved last year – for example, the Riverfest event at Brockville in the St. Lawrence River area.

In addition, The Board of Industrial Leadership and Development's (BILD) heavy commitments to tourism resulted in a provincial government investment of some \$138 million since 1981. Previous BILD awards contributed to major new convention facilities in Ottawa and Toronto, which will propel the Ontario meetings industry into the world rankings.

#### **Development of human resources**

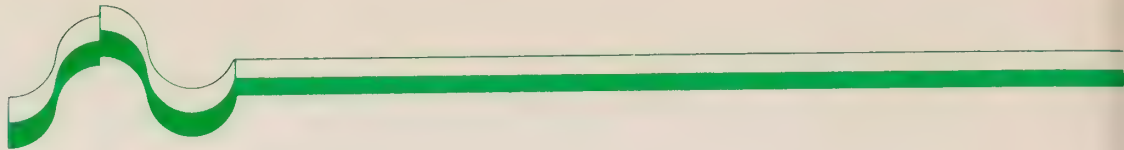
The ministry supported manpower development in the tourism industry by cooperating with the Ontario Hostelry Institute. The Institute provided skills training in food service and other hospitality areas. Its executive director was seconded from the ministry staff.

To encourage investment in the tourism plant, the ministry offered professional counselling services which helped operators and investors assess technical and business aspects of new developments, expansions or improvements to existing facilities.



Willcroft Inn, Alton  
S. Chi Cheemaun  
The Big Canoe, Tobermory  
Hanging of the Guard, Ottawa





**Project: Lone Pine Camp  
Tourism Development  
Bert Hofmann**

When Bert Hofmann, manager with the ministry's Tourism Development Branch, learned an investor was looking for a resort vacation property in Ontario, he suggested Kieffer's Lone Pine Camp at Wabigoon.

Mr. Hofmann reasoned the area would be perfect for attracting the German tourist clientele the investor had in mind.

The investor, Walter Huber, agreed the area offered potential. The camp consisted of 10 log cabins, 20 campsites, a boat rental operation and fly-in outpost camps. Mr. Huber added five more cottages, a central comfort station with showers and laundry, and he expanded the boat/motor rental operation. Lone Pine Camp proved successful, thanks in part to marketing through travel agencies in Germany and representation at the International Tourism Exchange in Berlin. Mr. Huber recently purchased Muskie Bay Lodge at Wabigoon, a sign of his optimism in the continuing attraction of Ontario's outdoor life to tourists.

Mr. Huber has introduced nearly \$500,000 to the local economy through expenditures for improvements of his two properties. The tourists visiting his facilities represent consistent income for the local service sector. And his marketing supplements the activities of Ontario's own tourism selling efforts.

From the point of view of Mr. Hofmann and the Tourism Development Branch, Mr. Huber has contributed very positively to the province's appeal for tourists. That is the branch's main goal.

The Tourism Development Branch generated the provincial response to tourism-related applications under the Foreign Investment Review Act, and similarly evaluated the business plans of prospective immigrant entrepreneurs for the federal immigration authorities. Both assessments are channeled through the Ministry of Industry and Trade.

**Consulting Program**

The ministry is alert to the need for professional guidance throughout the entire tourism industry and provides such a service to developers, owners and managers, municipalities and tourism organizations.

The branch provides technical and business counselling to operators, developers, investors, private consultants, local governments, educators and prospective immigrants.

In 1983-84, this program involved about 1,000 contacts.

Thirteen Tourism Development manuals have been prepared and published for use by tourism consultants as a counselling tool, as well as by tourism operators and prospective developers as a guide to planning, development and operation. The following titles, among others, have been published:

- The Business of Financing
- Expansion Planning
- Recordkeeping
- Marinas: A Guide for the Development and Operation of Recreational Boating Facilities.

**Advocacy Program**

The Tourism Development Branch staff assist in the formulation and implementation of programs and policies of other

provincial ministries and other levels of government as they relate to tourism.

Branch staff have prepared briefs on such matters as minimum wage legislation; liquor laws; taxation; fish and game laws; store closings and timesharing.

Branch staff served on continuing committees and task forces concerned with revisions of provincial, federal and municipal legislation, regulations and programs and other committees which involve issues impacting on tourism.

**Grading Program**

This program is administered by Tourism Ontario, a federation of travel and trade associations. Its efforts are heavily supported by the ministry.

Seven hundred and forty-three properties, rated by star grades 1 to 5, participated in the accommodation grading program. Properties using the program continued to increase.

The objectives of the Grading Program are to facilitate improved marketing of accommodation; provide incentive to upgrade tourism accommodation in the province; retain more domestic tourists in Ontario and attract additional foreign visitors.



Toronto, St. Lawrence Market  
S.S. Segwun, cruising on  
Lake Rosseau





## Recreation Division

### Sports and Fitness Branch

A major reorganization took place in the Branch during the past year. By consolidating resources in sections – games and community initiatives; development; promotions and awards; fitness and technical – the new alignment structured the Branch for a more coordinated client service capacity. Furthermore, the reorganization resulted in enhanced flow of information internally.

The Recreation Division's goal is to ensure participation opportunities at all levels of interest and ability for Ontarians. Branch programs supported athletes at high performance levels while aiming to increase general participation in physical activities, including sports. Most programs were conducted in cooperation with the more than 100 recognized provincial sports associations, fitness agencies and regional groups.

In keeping with the Branch's commitment to develop amateur athletes to national competition levels, the Ontario Summer Games were re-established. The games were redesigned on a "championship model," whereby all participating sports will use the games to declare provincial championship associations. The Games were held in Sudbury in September, 1983, where more than 3,000 athletes participated.

Many of these athletes will graduate to the 1985 Canada Games, designed for promising athletes who have attained performance levels just below national and international rank. The Canada Games are regarded as training ground for future national team members.

#### Province a leader in producing Olympians

In past years, approximately half of the Canadian team at major international

competitions was from Ontario. In the 1984 Winter Olympics at Sarajevo, for example, 57% of the Canadian team resided in Ontario. In 1983-84, a major new initiative was proposed to further assist athletes striving for excellence through the Games program. This program will have major implications for sport development in the province.

Among its objectives, the program will:

- develop sports not presently active or flourishing;

- ensure adequate facilities for high performance athlete training;

- ensure that 50% of the total national sport development centres are established in Ontario over the next four year;

- increase the number of national carded (i.e. ranked) athletes in Ontario from 50 to 60% and the number of Ontario athletes on Olympic, Commonwealth and Pan-American Games teams from 55 to 65%;

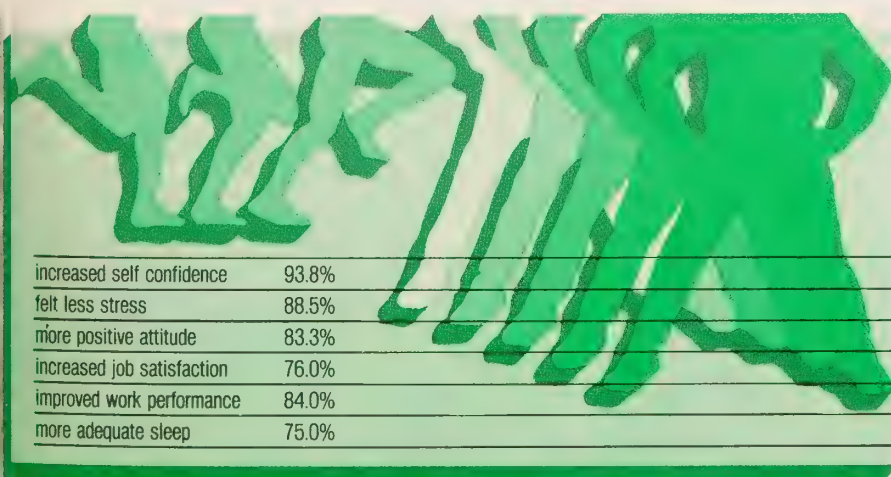
- target the level of Ontario athletes' medal awards to 50% of the Canadian team total;

- increase the total participation in sport in the province by at least 10% over the next four years.

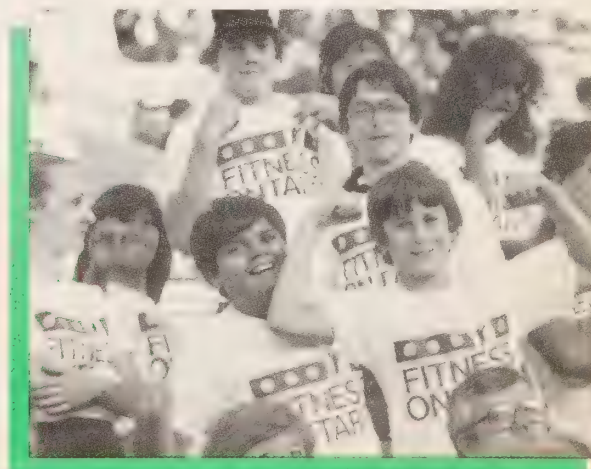
Last year the ministry established a number of sport development centres for high performance athletes. These centres, combining the most modern facilities, equipment and technical resources with top-flight coaches, have contributed to enhanced athlete development.

The excellent performance of Ontario athletes at the Canada Games, Commonwealth Games and other major international competitions is a result of Ontario's sport development system. A key element in this system since 1977 has been the ministry's elite athlete assistance program, which

he sports and fitness branch  
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xperts believe that fit employees  
rove more productive, and that  
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ress on the province's medical  
re system. Of 1,200 Ontario  
ydro employees who registered for  
1 employee fitness motivation  
rogram, 140 were selected to  
articipate in a 17-week exercise  
rogram. Body fat, blood pressure,  
holesterol levels and risk of heart  
attacks were reduced significantly.  
s well, employees reported:



increased self confidence	93.8%
felt less stress	88.5%
more positive attitude	83.3%
increased job satisfaction	76.0%
improved work performance	84.0%
more adequate sleep	75.0%





has enabled top-ranked and emerging athletes to pursue their athletic careers without financial hardship. This program since its inception has disbursed grants in excess of \$2 million to assist promising athletes with education, training and competition expenses.

The ministry recognized ski jumper Horst Bulau of Ottawa as Ontario's outstanding amateur athlete of the year. The Ed Werenich world champion curling rink was named team of the year. Awards were presented March 30 at the Ontario Sports Awards Banquet to more than 1,000 athletes, coaches and volunteers.

The ministry's complementary goals of encouraging competitive excellence and mass participation were developed during the year by the establishment of the sports medicine office at the Ontario Sports Centre. An executive director is developing a coordinated approach to the delivery of sports medicine information and programs throughout the province. Meanwhile the Sports Centre, financially supported by the Branch, continued to provide varied services to more than 70 recognized sports.

#### Training for coaches

Ontario's coaching development program, begun in the mid-1970s, has developed into a national program in all provinces and territories and continues to be a model for other countries. During the year, the ministry enrolled more than 6,300 coaches in over 400 training courses at more than 100 host sites.

The accelerated growth in the number of coaches participating in the national coaching certification program, and the ministry's desire to provide better service to Ontario's coaching community, has led to the computerizing of the administration

process. There is direct access to a central computer located in Ottawa.

As part of the continuing efforts to keep the coaching community fully informed, orientation sessions were held with the Field Services Division staff to enable them to promote the national coaches certification program to their community clients.

In September, the ministry held the first provincial coaches seminar in Toronto. The event provided professional and developmental opportunities for 150 of Ontario's top coaches with top practitioners in coaching from throughout North America as leaders and lecturers.

#### Games for Disabled attract top athletes

In keeping with the ministry's philosophy of providing recreational opportunities for residents at all levels of interest and ability the 1983 Ontario Games for the Physically Disabled were held in Brampton, attracting 300 athletes. The Games are based on the Ontario Games model and qualifying competitions were held in each region. It was announced that Toronto would host the 1984 Games.

#### Games for Seniors

Plans were also initiated to hold a series of regional games for able-bodied seniors.

#### Bicentennial programs

The Sports and Fitness Branch initiated a number of special programs to take place in conjunction with the Ontario Bicentennial celebrations.

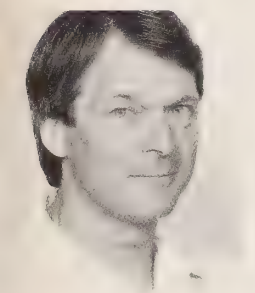
Through its games and community initiatives section a Bicentennial Youth Sports and Fitness Festival was designed to teach young persons the basic sport skills of running, jumping, throwing, catching and kicking.

The wheelchair racing event, here seen at the regional games for the Physically Disabled, was selected as a demonstration sport for the 1984 Olympic Summer Games in Los Angeles.

World Pairs Figure Skating Champions Barb Underhill and Paul Martini.







Project: Ontario Summer Games  
Sports & Fitness  
Garry Adams

The nine-month mission for the City of Sudbury's Ontario Summer Games organizing committee was to plan an event that would bring together 3,000 athletes for the Labour Day weekend. Enter Garry Adams, assistant coordinator with the Sports and Fitness Branch's games and regional sport development section, which is managed by Bob Farrow, coordinator.

He made sure the various committees within the organizing committee were completely aware of their responsibilities. There was an endless stream of details — technical requirements for facilities, providing officials, transportation for the athletes, accommodation, meals...not to mention logistics for the opening ceremonies.

"There is no possible way one person can do everything himself," said Mr. Adams. You have to rely on the committees. By April, there was a point of no return and my role at that time became a trouble shooter — what to do when registrations were late, making sure all the information was out, ironing out problems with the individual sports when necessary."

The Games are intended to provide strong competition to athletes who are close to being nationally ranked. With 18 sports and 3,000 athletes competing, the Games give young athletes valuable exposure to the multi-sport event atmosphere and the experience benefits them as they move up the ladder to national and international competition.

The Games went off smoothly. "Without my municipal recreation background it would have been very difficult to handle the responsibilities," Mr. Adams agreed. "You are dealing with volunteers and it is imperative to be sensitive to the various pressures affecting them."

The festival was planned to consist of three levels of participation beginning at the community and progressing through the area level events to a grand finale at Centennial Park in Etobicoke in August, 1984.

A major Bicentennial initiative from the development section of the Branch was a series of Run-Jog clinics, including a series of "fun runs."

### Fitness program benefits from merger

Not everyone wishes to participate in organized sports. But everyone can benefit from exercise and some form of recreational physical activity. The amalgamation of ministry's fitness program into the Branch enabled it to better build public awareness and develop additional community resources. Expanded participation in physical activity as a positive force in physical, mental and social health was expected to result.

Stressing that fitness is not just calisthenics, the FitFive program promoted more than 50 different types of activities, from badminton to gardening and basketball to lawn bowling. Points were awarded based on the nature and frequency of the activity, and certificates provided for completion of each of the five fitness levels.

A series of fitness-related workshops were introduced during the year in nutrition, pre/postnatal fitness, dance, music and stress management. These workshops were well received throughout the province and interest increased dramatically.

Over 500 fitness leaders throughout the province received further training. A number of clinics were held to train new effective and qualified fitness leaders.

The Ministry's corporate challenge

project also boosted fitness awareness and participation from Windsor to Ottawa, with thousands of business people from hundreds of local companies taking part in these one day fitness-fun events.

## Recreation Branch

As Ontario moves through the 1980s, its citizens will have greater amounts of leisure time. The Recreation Branch has the mandate of ensuring that all Ontarians have the opportunity to participate in activities at their desired level of ability.

The anticipated increasing demand for recreation amplifies the need for a co-ordinated approach among organizations supplying recreational services.

In 1983, the first draft of the Framework for a Provincial Policy on Community Recreation Services, which emphasizes coordination, was circulated to municipalities and private and public agencies. Their comments and submissions have been considered and are being incorporated into a second draft. This version will be circulated during 1984 for feedback prior to preparation of a third and final draft of the report.

The Provincial Policy resulting from this process of public involvement is expected to guide delivery of recreation programs well into the future.

### Branch assumes leadership role

In its leadership role, the Recreation Branch assists and enables others to provide recreational services. For example, the Branch offered 50 seminars across Ontario for persons working with older adults. Topics included intergenerational programming; training of club executives; leisure counselling; and recreation for the



Hon. Roland Michener received a special fitness citation from the province for setting an outstanding example to all Ontario residents.

Mooretown St. Clair





homebound elderly.

The handbook *Time on Their Hands* was published specifically for homebound adults. As with the entire leisure counselling program for older adults, the objective was to make life more meaningful and enjoyable by encouraging use of physical and mental capacities to their fullest extent.

The Branch worked frequently with municipalities to accomplish mutual goals. The "Municipal Recreation Bulletins" were produced in French for distribution to francophone municipal officials and community volunteers. Each of the 19 bulletins addressed an important issue of recreation program delivery, such as financing, community planning, public relations and leisure education.

The municipal recreation certification program promoted professional training and experience in the field. In 1983-84, 175 certificates in various categories were issued.

The Branch also completed revision of a community recreation facilities standards manual, a guide to plotting immediate and long-term requirements for local facilities.

Many creative ideas worthy of wide application came from the municipal governments and other agencies. To communicate these innovations, a cost-efficient newsletter called "Idea Exchange" was launched to publish articles focusing on recreation program, facility and administration concepts.

Resources, ideas and philosophies were also exchanged at the Recreation Northwest Conference. The unique three-day event in Thunder Bay attracted 300 delegates from nearly every community in the region. The Branch provided financial and planning support and participated in the conference, which boosted recreation

development in northern communities.

### Financial assistance benefits communities

The Branch provided financial assistance to communities and to provincial organizations to help them help themselves. For example, in Parry Sound, Branch support enabled employment of a recreation director who provides services for the municipality and several neighbouring communities. The results of this and two other pilot projects will help other communities address their problems and develop appropriate solutions.

Assistance to provincial organizations included grants to both the Boys and Girls Clubs of Ontario for evaluation of individual clubs and the Boy Scouts of Canada (Ontario Region) to undertake evaluation of its regional structure and delivery system.

The Branch started an integrated recreation leadership program for recreation practitioners and volunteers. A pilot project was completed for a workshop series on Increasing Effectiveness with Community Groups. Three residential workshops were convened (one for staff, one in cooperation with the North Western Ontario Professional Recreation Society, and one in Metropolitan Toronto) and a resource manual for participants was compiled.

### Helping groups help themselves

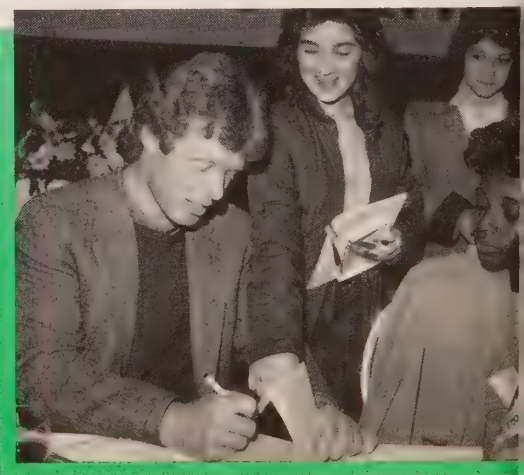
A project management committee was established, in cooperation with Geneva Park and the YMCA, to conduct a training event in March, 1985 for recreation staff who design and conduct training sessions for other staff and volunteers.

An evaluation of summer playleader programs in the province was completed,

The average Ontario family spends \$2,300 per year on recreation, according to a study by Earl Berger Limited for the Recreation Division. The four skating sports alone account for annual expenditures of some \$533 million. The recreation branch provides operating grants to sports governing bodies and arranges Wintario grants to clubs and associations. The seed grant multiplies through expenditures by the sports bodies, associations, clubs, participants, volunteers and spectators. This is how it breaks down for ice skating:

SPORT	DIVISION FUNDING	ESTIMATED TOTAL DIRECT EXPENDITURES
Speed Skating	\$ 81,256	\$ 500,478
Ringette	\$ 235,201	\$ 3,627,980
Figure Skating	\$ 255,420	\$110,946,255
Hockey	\$1,812,507	\$418,324,447

Figures are for 1982/83, except figure skating, 1981/82. Estimates of direct expenditures are conservative.







# **Project: Facility maintenance Recreation**

## **John Shipman**

Municipal parks and recreation departments have an important responsibility for maintaining their physical plant—from parklands to community halls and arenas. John Shipman, head of the Recreation Branch's community planning and facilities section, together with senior officials of the cities of North York and Scarborough, reasoned that recreation managers are looking for ways to maintain their facilities while keeping their budgets in line.

Mr. Shipman commissioned the consulting firm Woods Gordon to conduct survey research and produce a "user-friendly" manual for maintenance management. Step two will be to implement a state-of-the-art maintenance management system in a community and then communicate the results to other municipalities.

"Many cities built large numbers of recreation facilities in the last 15 years," said Mr. Shipman. "A key goal for municipal managers now is to arrest deterioration of the facilities. Through a strong maintenance management system managers can provide for long-term use in a climate of public constraint in expenses."

Mr. Shipman distributed the manual at a conference hosted by North York in February, 1984. Recreation managers from cities with more than 80,000 population attended, representing over half Ontario's population. "It proved to be a very enthusiastic exchange of information. There aren't too many other opportunities where these managers can get together and focus on the specific issue of maintenance management."

The community planning and facilities section has also distributed a booklet explaining how parks and recreation departments can establish reserve funds for future repairs. Said Mr. Shipman: "There will continue to be great demand placed on recreation facilities across the province. It's essential that we keep them in good condition."

and an extensive consultation process with clients was initiated in this long-term process.

A number of workshops on specific leadership development topics were sponsored and designed with regional client groups. Topics included youth leadership, volunteer development, community development, and recreation and parks management development.

Branch representatives participated with representatives of Fitness Canada, other provinces and national sport and recreation organizations, to establish The Skills Program—a series of training packages for volunteer board members in sport, recreation and fitness organizations.

In the field of camping and outdoor education section, Branch staff helped conduct organizational reviews for provincial organizations. The reviews resulted in increased managerial effectiveness and commitment of the members to long-range planning.

The Ontario Camp Leadership Centre offered development programs for 550 youths from 300 organizations. Graduates returned the knowledge to their organizations, representing a potential 72,000 recipients. A special session for 20 francophone delegates was conducted in July.

Also at the Centre, 50 adult educators took part in a camping skills program and 150 camp directors participated in a four-day workshop.

## **Preserving facilities for the future**

In February, 1984, attention turned to preservation of Ontario recreational facilities through proper maintenance. Forty senior parks and recreation administrators for municipalities over 80,000 in population met in North York. The seminar

was organized by Field Division staff, Branch representatives and senior staff from the cities of North York and Scarborough. Delegates were given a manual on a facility maintenance management system.

In a related project, the Branch began working with the Royal Life Saving Society of Canada, Ontario Section, to demonstrate revitalization of indoor pools. The program involves changing management, usage and structural design of a case study pool to increase use and decrease maintenance costs.

In other projects, the Branch continued the popular puppet show, "Kids on the Block," by lending five sets of props to local volunteer groups. The show educates Ontarians to the special needs and abilities of disabled persons.

Funded also was the first volume of "Urban Parks in Ontario," tracing the period up to 1860. The author, Dr. Jack Wright of the University of Ottawa, will complete the story in future volumes to the present.

Skiing on Blue Mountain, Collingwood



Skier Todd Brooker of Paris, Ontario was among the popular athletes to attend the Ontario Sports Awards Banquet.



## Field Services Division

With the Ministry of Tourism and Recreation's realignment, communities across Ontario are linked by a network of offices in five regions. Each office is staffed by consultants who work with municipal recreation and planning departments, tourism associations, operators, private and public agencies and volunteer groups to strengthen local services.

### Recreation

The recreation field consultants provide information and serve as a valuable consulting resource to their clients. They work to improve the effectiveness of recreation organizations and promote sound financial management. They build leadership skills amongst volunteers and professionals and expand participation in recreation programs and issues.

One of the consultant's key roles is to encourage coordination and proper planning of recreation services and facilities across this province. These objectives were accomplished in 1983-84 primarily through personal consultation, supplemented by workshops, seminars and conferences. Field offices served as access points for the clients wishing information about the specialized sport, fitness and recreation consulting units located in the ministry's Recreation Division — as well as to the ministry's resource centre, library and film service.

Grants made under the ministry's financial assistance programs reinforced community initiatives. All grants to municipalities and community organizations were negotiated by the local field consultants.

The Wintario capital grants continued to be an important support for the

construction of recreation, sports and fitness facilities in Ontario communities. Projects had to be consistent with local recreation priorities. A major prerequisite was broad participation from the community in planning and implementation.

Additional capital support was delivered to municipal councils through the Community Recreation Centres Act, which provides funds for the construction of indoor and outdoor arenas and swimming pools, community halls, fitness trails, athletic fields, cultural centres, gymnasiums and tennis courts.

Wintario also provided funds to develop community recreation activities. Consultants assisted community groups, municipalities, Indian Bands, non-profit groups and private companies to undertake new initiatives and projects.

In addition, it was determined whether municipalities with a recreation committee were eligible for an annual Grant for Municipal Recreation Programs. The ministry's recreation consultants also administered the recreation component of the Experience program funded by the Ontario Youth Secretariat. This program created about 1,500 summer and winter jobs for young people.

### Ministry seen as a resource

The Field Services offices served a dual role of delivering recreation, sports and fitness services, and of interpreting community needs. Last year there were strong indications that communities see their local ministry office as a resource for coordination, training, planning and program development.

In 1983-84, the ministry emphasized coordination of programs and resources. "Recreation Northwest" was the name of a





recreation conference held in Thunder Bay, attended by over 300 delegates. The event brought together people from all aspects of the recreation field; volunteers, professionals, municipal politicians and administrators.

In Stoney Creek, the city and the ministry co-hosted a community conference which brought 60 local communities together to discuss recreation resources.

Previous planning initiatives by the recreation consultants also resulted in a similar community recreation conference in Seaforth.

Strengthening management in recreation departments and agencies continued to be an important goal. Senior management teams from municipal recreation departments in the Peterborough area met at a symposium on the financial management tools and techniques necessary for the 1980s.

In St. Thomas, ministry consultants facilitated a session for the High Street Y.M.C.A. on debt retirement and operational management strategies.

#### **Sessions boost management skills**

The ministry invited senior managers of recreation and parks from the Metro Toronto area to a series of four "executive briefings." Briefing sessions focused on the economic impact of recreation, systematic maintenance management, regional recreation policy and tourism at the municipal level.

The agendas of three training sessions co-sponsored by the ministry and Recreation Association of West Central Ontario included conflict management, working with teens and negotiating skills.

Today's recreation manager requires up-to-date information on which to base

decisions. In Northwestern Ontario a computerized data base of regional sports activities was established.

In the Metro Toronto area, a recreation data study developed inter-municipal comparisons of various expenditures and revenues. The report provided managers with information upon which to make decisions, and an opportunity to share solutions with their counterparts in other municipalities.

More effective planning and more efficient use of resources also rated as key objectives last year. The ministry's London office assisted local leisure service providers to develop a comprehensive plan for the future.

The Borough of East York completed its first comprehensive recreation master plan with considerable input from the area recreation consultant.

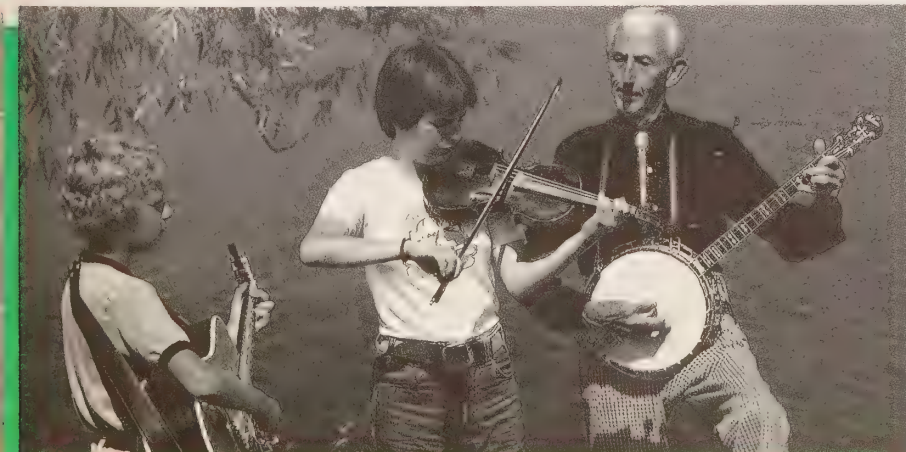
A comprehensive leisure services review was undertaken for the City of Chatham. Interviews with staff, elected officials and community groups resulted in recommendations for future directions and priorities.

"Maximizing Recreation Resources" was the theme of four workshops in Alvinston, Lambton County, for over 100 recreation committee members and staff. Topics included: sharing local resources; developing cooperative programs; financing and funding of community groups.

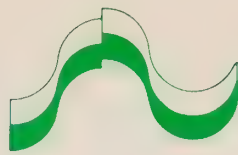
#### **Volunteers are vital components**

Community volunteers who run minor sports organizations received a considerable amount of attention. In Northwestern Ontario a series of sports skills workshops were held in various remote northern communities. This practical approach worked well also in developing

Jobcaygeon, Kawartha Fiddlefest  
Quetico Provincial Park







**Project: Chatham  
Field Services  
Don Reid**

The City of Chatham decided it was time to evaluate the recreation services its Parks and Recreation Department was offering to area residents. A call was placed to Don Reid, a supervisor with the Field Division's London Office.

Mr. Reid and his staff conducted 42 interviews and placed 32 questionnaires with "major players" in the recreation community, such as sport groups and YMCA staff. Data was collated with a University of Western Ontario computer and Mr. Reid returned a concise 47-page report to Chatham.

The report lays out a proposed design for the development of recreation services. It includes major recommendations concerning the city's leadership role in coordinating services offered throughout the city, methods of budget analysis for a fee system, and the need for a long-range plan.

Said Tom Rankin, director of the Field Division's southwest region: "The staff's work with Chatham is a good example of the leadership the ministry provides to Ontario communities through our consulting role."

youth leadership skills.

A sports management program for 35 recreationists was held in Ridgetown. Training sessions included practical skills in operating sports facilities and strategies for working with community sports groups.

The ministry's Toronto field office coordinated a three-day "Sport Executives Training Conference." Over 100 delegates learned about topics ranging from fund-raising to promotion, and financial management to leadership skills.

Field Services recreation consultants also worked closely with recreationists and the community on a variety of special interest projects. For example, Games for the Physically Disabled were held in Timmins where the ministry, the city and the Kiwanis Club organized this successful event.

A committee was formed under the auspices of the Ottawa Council on Aging to gather information and resources on the subject of pre-retirement counselling and preparation.

The Association Canadien Francaise de l'Ontario joined with the ministry to plan playground leader training courses in French.

In Metro Toronto two days were devoted to an in-depth study of the "Big Generation Volunteer" and the impact of that group on the recreation field in the near future.

Three major research initiatives were undertaken in the Peterborough district on the role of volunteers in recreation provision. The resulting workbook for clients will help them to examine the programs and services that they offer, as well as review their recreation planning process.

The ministry's Toronto office designed and implemented a \$1.2 million program enrichment project last year. The Canada-Ontario Employment Development project employed 75 individuals who brought specialized recreation skills to recreationists and other professionals in the Metro Toronto area. The skills included fitness, new games, theatre, crafts, sports, disability awareness, leisure counselling and leadership skills.

In the Ottawa-Carleton Region 110 guests representing 80 companies were invited to a minister's luncheon on "Employee Fitness and Recreation." Delegates were given information and encouragement to inaugurate employee fitness programs in the workplace.

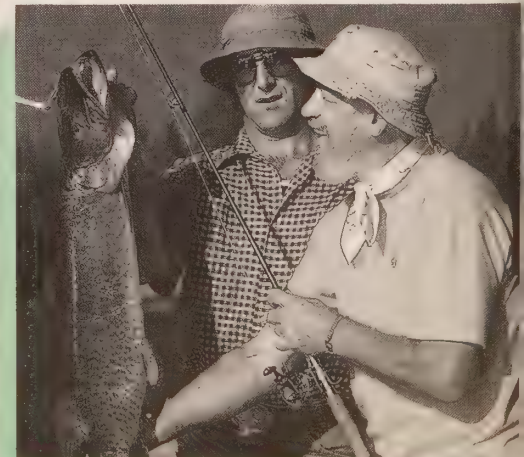
The ministry's field offices provide a valuable means of obtaining feedback from the clients and the community about the services that are being provided. A regional recreation conference was held in Sudbury at which recreationists from the Northeast discussed the ministry's programs and services. Consultants provided information about the ministry, while delegates, in turn, gave their constructive reactions and recommendations to assist the ministry in the design of its future activities.

## Tourism

Tourism industry consultants provided financial, management and operational consulting assistance to tourist operators owners and investors. Their goals were to increase productivity and investment in the tourist industry, thereby creating new jobs.

These objectives were met mainly through one-on-one consulting with individual operators, using specially

Sailing on Lake of the Woods  
Fishing at Eagle Lake







Project: NORDA  
Field Services  
Maurice Gagnon

When the federal and provincial governments combined on a 50-50 basis to fund the Northern Ontario Rural Development Agreement (NORDA), Maurice Gagnon was named secretary to the tourism sub-committee.

By the end of the three-year project, he was handling all aspects of the sub-committee's administration, from contract agreements to funding disbursements. Total budget was \$3 million.

Starting from scratch, with no precedents to guide the endeavour, Mr. Gagnon and the committee funded 197 separate tourism programs. They were divided into three categories — marketing assistance; feasibility studies for major projects; seed funding for capital projects of major regional significance.

Among the development projects was a snowmobile trail network from the Michigan border to Spanish, Ontario. It tied in tourist operations, such as resorts and camps along the route. In some cases, the trail extended their operating seasons through the winter.

A total \$1.9 million was committed to 56 applications for marketing assistance, ranging from \$700 to \$50,000.

The geographic scope of NORDA extended from Parry Sound north and west to the Manitoba border, excluding urban areas. It was a great opportunity to work with both private sector operations and with other government ministries," said Mr. Gagnon. "We had meetings for visibility where we could, but the area was so large that for the most part I had to let my fingers do the walking."

Mr. Gagnon, formerly a consultant with the Tourism Operations Branch, has since been promoted to tourism coordinator, north-east region, Field Services Division.

Huronion Tourist Association, St. Lawrence Parks, Travel Sault Ste. Marie. As well, the Ministry of Natural Resources included the designed tools such as the "Planning for Profit" marketing and financial guides. Many seminars were also conducted throughout the year on specific aspects of the tourism business.

### Consultants advance tourism interests

A relatively new role and one of increasing importance is the advocacy role individual consultants in the field are now undertaking on behalf of our clients. A key goal is to ensure tourism interests are recognized by various agencies both within and outside the Ontario government.

For example, consultants frequently presented the highly successful municipal awareness program entitled, "Tourism — An Opportunity to Discover," to over 125 municipal councils. This audio-visual program shows how tourism stimulates economic development, pays quick dividends unlike capital-intensive industries, strengthens the municipal tax base and offsets municipal budget expenses.

### Tourism important for local economies

The municipal awareness program continued to make local governments aware of the important role tourism can play in their area's economy. Resulting from the 170 presentations made across the province, 25 new tourism committees were developed, 2 tourism studies were undertaken without ministry funding and 10 tourism development planning programs were initiated.

The Division also placed a priority on the advocacy role with other ministries and agencies. For example, negotiations with the Ministry of Natural Resources over the

past year will ensure that tourism interests are well represented in the resource allocation system which is crucial to the viability of the tourist industry. Consultants also submitted comments on official plans and environmental assessments to ensure tourism-related implications are considered in these processes.

A major function of the tourism field consultant is the delivery of financial assistance programs for the expansion, upgrading or new development of tourist facilities. In 1983-84 these included the interest subsidy and loan guarantee programs administered by the Ontario Development Corporations.

Field staff advised individual investors and operators on the appropriate level of financial assistance. They analyzed financial and marketing projections of individual projects to advise the Ontario Development Corporation on the viability of each loan application.

Consultants also acted as business advisors to operators such as hotel owners. Assistance included determination of other government and non-government lending institutions which could benefit expansion or other business plans.





## Planning and Administration Division

A major undertaking for 1983-84 was co-ordination of the ministry head-office move into shared quarters — 77 Bloor Street West, Toronto. Besides consolidating the previously separated offices, the opportunity proved an appropriate occasion to meet the Ontario Government's Metro Plan space reduction policy to conserve office costs. Simultaneously, provision was made for expansion of Tourism Marketing's customer services counselling section, and the physical environment of the Sports and Fitness Branch was altered for greater efficiency.

The Division worked with senior management and program staff in the field to plan the reorganization of the ministry. The Division was directly involved in the formation of the Field Services Division, as the personnel coordinator is responsible for development and management of the ministry's human resources programs.

In the policy coordination role, the Division provided financial analysis and an "umbrella" corporate planning perspective for proposals from ministry program areas. The coordination facilitated setting of ministry priorities.

The Division continued to employ a unique, cost-efficient administrative structure. Financial systems, legal, audit and general administrative support were provided by the Ministries of Industry and Trade and Citizenship and Culture, minimizing the ministry's overhead costs.

## Communications Branch

The Communications Branch provides a wide range of communication services to the ministry's three divisions, the Deputy Minister's office and the Minister's office. These services vary from organizing media conferences, to speech writing, print and newsletter production and communication counselling.

The Branch is involved in announcements as diverse as Ontario's amateur athlete of the year to the opening of a new ministry travel information centre. This annual report is another example of the work produced by the Branch. The front cover of this year's report reflects a new visual identity program the Branch established for the ministry during the year.

Ontario Tourism News and Ontario Recreation News, the two newsletters for clients of the two divisions, were reworked and given a new format as a result of the new visual program. The Branch produces monthly travel features on Ontario which

are distributed to Canadian and U.S. media while specialized travel features go to travel trade media.

The Communications Branch is the front line of public enquiries about the ministry's work, handling well over one hundred information requests per day.

## Corporate Advertising and Special Projects Group

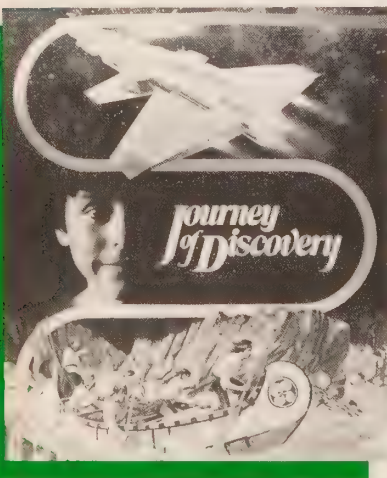
Serving the entire Ontario Government, this group consulted with ministries and agencies on advertising policies, agency selection procedures and remuneration practices. It also coordinated special promotional projects and provided a comprehensive range of audio-visual services.

The group also coordinates the Government Information/Communication Program and its "Ontario 20" Ethnic component which portrays the province's multicultural fabric in advertising. In 1983-84, 22 advertisements conveying information on citizen services were produced and placed in more than 300 English language community newspapers, 12 French journals and 140 ethnic publications. Television commercials were produced in 20 languages and run on eight stations.

The group also supervised the Agency of Record, a centralized media purchasing service which executes all Canadian media buys by the Ontario government to achieve maximum cost efficiency. Last year, the unit processed over 900 media transactions on behalf of 14 advertising agencies and their government clients.

Again in 1983-84, the group organized the planning of Future Pod, an Ontario Place exhibit designed as a permanent showcase for Ontario high technology. As well, the group assisted in the production of the IMAX film, "Journey of Discovery," for playing in the Ontario Place Cinesphere

Corporate Advertising and Special Projects Group assisted in the production of the Ontario Place IMAX film, running during 1984 to mark Ontario's Bicentennial.





## Ministry of Tourism and Recreation Financial Data 1983-84

### Ministry Administration Program

Main Office	\$ 889,330
Planning & Administrative Services	718,631
Information Services	839,652
Corporate Advertising & Special Projects	721,078
Experience 83	1,578,111
Ontario Trillium Foundation	<u>10,000,000</u>
TOTAL FOR MINISTRY ADMINISTRATION	<u>\$ 14,746,802</u>

### Tourism Development Program

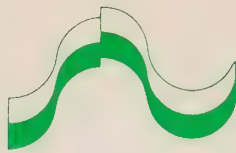
Program Administration	\$ 366,951
Tourism Industry Development	1,909,791
Tourism Marketing Development	19,693,167
Tourism Field Operations	<u>3,099,757</u>
TOTAL FOR TOURISM DEVELOPMENT	<u>\$ 25,069,666</u>

### Parks and Attractions Program

Huronian Historical Parks	\$ 1,854,086
Old Fort William	2,237,661
Ontario Place Corporation	4,461,000
St. Lawrence Parks Commission	10,553,211
St. Clair Parkway Commission	536,782
Thunder Bay Ski Jumps	940,000
Resort Development	<u>832,761</u>
TOTAL FOR PARKS AND ATTRACTIONS	<u>\$ 21,415,501</u>

### Recreation, Sports & Fitness Program

Program Administration	\$ 370,672
Recreation	1,866,319
Sports & Fitness	11,892,337
Recreation, Sports and Fitness Field Operations	<u>44,817,420</u>
TOTAL FOR RECREATION, SPORTS & FITNESS	<u>\$ 58,946,748</u>
MINISTRY TOTAL:	<u>\$120,178,717</u>



## Parks and Attractions and Agencies

Major destinations offering top-quality recreational experiences are an essential element in Ontario's tourism draw. Many of the provincial government's parks and attractions are consolidated in the Ministry of Tourism and Recreation, symbolizing government's recognition of their potential for stimulating travel across the province.

A notable addition to Sainte-Marie among the Hurons in Midland last year was the addition of a Native program representing the Huron culture of the 17th century. Part of the program called for the employment of two Ojibway who worked as on-site interpreters. The program was made possible thanks to a co-operative effort between Sainte-Marie among the Hurons and the Georgian Bay Tribal Council.

## Hurononia Historical Parks

This component of the ministry administers the Historic Naval and Military Establishments, a restored 19th-century British naval and military defense outpost in Penetanguishene, and Sainte-Marie among the Hurons, a reconstructed 17th-century French Jesuit mission in Midland.

Highlighting 1983-84 at Huronia Historical Parks was a Canada-Ontario Employment Development (COED) grant of just under \$1 million awarded to the Friends of Sainte-Marie volunteer group. Included in the grant was construction of a full-scale replica of the H.M. Schooner Bee at the Establishments as well as major restoration work at Sainte-Marie highlighted by the replacement of 13,000 palisade poles.

The new visitors' centre consisting of a ship display, audio-visual theatre and administrative facilities, contributed to an overall 18% attendance increase at the Establishments.

Finally, Sainte-Marie among the Hurons introduced a new program featuring Native culture of the 17th century as presented by two authentically-dressed Ojibway interpreters.

## St. Clair Parkway Commission

The Commission is a Regional Parks System funded by the Province of Ontario, the Counties of Lambton and Kent and the Cities of Sarnia and Chatham. Its mandate is to preserve the St. Clair shoreline for public access, develop and maintain a scenic drive along the river, following the highway 40 corridor to Chatham, and to encourage tourism. The Commission raises 50% of its operating budget from its own facilities, which includes campgrounds, a golf course, marina and waterfront parks.

In 1984, the Sarnia Bay Marina funded by BILD will be completed. Construction began in 1983 on 253 transient docks. The facility will include washrooms and showers for boaters, an eatery and an administration centre.

Parkland improvements were also made during the last fiscal year.



Mooretown St. Clair





## Minaki Lodge Resort Ltd.

A highlight of Minaki Lodge Resort's first season was the Wintario broadcast on the Global television network from the Lodge on the evening of April 28, which reached an audience of 500,000, helping promote tourism in northwest Ontario.

The Honourable Reuben Baetz and the Honourable Leo Bernier, with General Manager Richard Boustead, welcomed first guests the following morning.

The major celebration of the Minaki Lodge season was the July 15 grand opening by Premier Davis and Curtis Carlson, Chairman of the Carlson Group of Companies which includes the Radisson Hotel Corporation. The sunny, hot day featured local entertainment as well as the impressive sound and sight of cannon, a flotilla of freighter canoes and voyageurs from Old Fort William, Thunder Bay.

The Lodge's first season lasted for 198 days into early November. 13,101 room-nights were sold, representing 55.1% of room-nights available.

156 seasonal employees were engaged. New dollars were invested in the community of Minaki and the payroll totalled \$2,100,000.

Minaki Lodge was scheduled to open April 27 for the 1984 season.

Minaki Lodge



## Old Fort William

Old Fort William in Thunder Bay was reconstructed as an educational and tourist resource to preserve and illustrate the fur trade heritage of the North West Company. In addition to running a full program of daily activities and seven special events, the fort mounted major-scale pageants for the openings of Minaki Lodge and the World Cup of Ski Jumping. For the year ending March 31, 1984 overall attendance totalled 104,725.

Other highlights included approval and pre-launch preparations for Rendezvous Fort William, a Bicentennial project designed to celebrate the 200th anniversaries of Ontario and the North West Company by retracing the original fur trade highways across the province from April 30 to August 24, 1984.

The new Fur Stores building opened. This is where thousands of pelts were quickly and efficiently graded, sorted, cleaned, pressed and re-packed for the journey to Montreal. The remaining three dozen or more buildings were used to gather furs from the Northwest and to facilitate their movement to overseas markets.

The Fort also hosted a segment of the first-ever Governor General's Canadian Study Conference, following a personal request from Edward Schreyer, then governor general of Canada.

Traditional Dancing Old Fort William



## Niagara Parks Commission

The Niagara Parks Commission was created March 30, 1885 through the Niagara Falls Parks Act. Today it encompasses 1 130 hectares (2,800 acres) along 56 km (35 miles) of the Niagara River and includes historic sites, golf courses, marina, beaches, campgrounds and other tourist facilities.

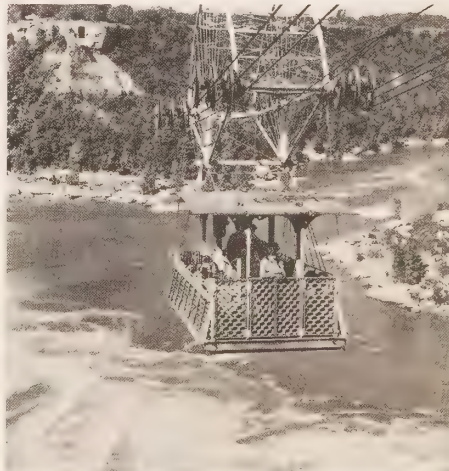
Total attendance at the attractions, golf courses and museums was 2,908,757, a slight increase over 1982. The Maid of the Mist incline railway had increased attendance from 113,623 to 717,125 due to warmer than usual winter conditions. Gross receipts increased 3.8% over 1982.

Highlights included inviting of tenders to construct a Canadian-made people-mover system which will transport visitors from a parking lot to various locations within the immediate area of the Falls.

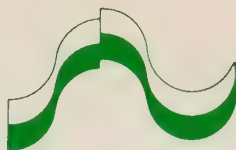
A road realignment eased access to the School of Horticulture and a new visitor reception centre provided washroom facilities and a garden shop.

Licence plate surveys at Queen Victoria Park showed 56.3% of cars originating in the U.S.

Niagara Spanish Aero Car







## The Trillium Foundation

The Trillium Foundation receives its funds from the Ministry of Tourism and Recreation out of the proceeds of the Ontario Lottery Corporation. It is managed by a Board of Directors with extensive experience in the social service field.

In the first full year of operation the total grants and pledges approved by the Trillium Foundation amounted to \$15,306,844. This sum has directly or indirectly assisted more than 1,000 local branches or membership groups around the province and has extended the work of more than 80,000 volunteers involved with the 21 charitable organizations that have been funded to year end.

In order to be eligible for Trillium funds a charity must be providing direct social services across the province or be an association of charities which collectively provides such services.

## St. Lawrence Parks Commission

During the construction of the St. Lawrence Seaway in the mid-1950s, The St. Lawrence Parks Commission was created to preserve and foster the historical and recreational aspects of the region. The Commission operates two major historic sites, Upper Canada Village and Old Fort Henry, as well as a championship golf course, marina, 15 provincial parks, picnic areas, migratory bird sanctuary, airstrip, two scenic parkways and a sugar bush, in addition to restaurants, gift shops and horticultural gardens.

Several major projects undertaken this year, including the completion of Bellamy's Flour and Grist mill at Upper Canada Village, the construction of shower facilities in four parks, and the renovation of historic Fairfield House, will add to the attractiveness of the Commission sites as a tourism destination in Ontario.

## Thunder Bay Ski Jumps

The Thunder Bay Ski Jumps (Big Thunder) are regarded by international experts as having the ultimate design for jumper safety and are cited as an example to be followed for other world-class facilities. In recognition, in January of this year the federal Department of Fitness and Amateur Sport identified the site for development as national ski training centre.

The two jumps, one 90 metres and the other 70 metres, are in use an average of 150 training days per year. More than 200 Ontario athletes from six national, provincial and local teams used the facility to train and compete in 1983-84. In addition, more than 400 Ontario residents have trained as volunteers to assist in all aspects of training and competition.

The jumps were the site of the Molson World Cup of Ski Jumping, the Export A Cup Canadian Championships and the Pacific Rim Cup. These major events provided international publicity for the city of Thunder Bay and the province of Ontario as well.

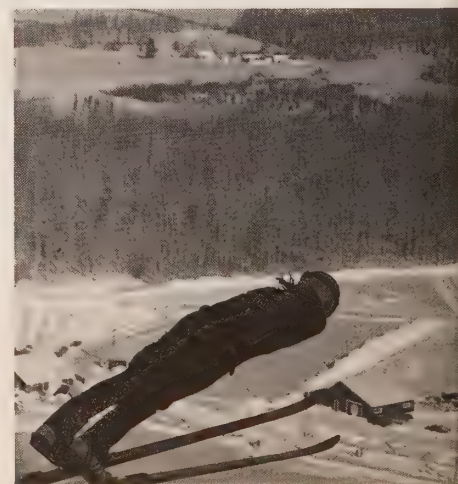
For the first time this year, Big Thunder entered the field of 'nordic-combined' competition by hosting the Export A Cup Canadian Nordic Combined Championships.

Planning is underway for future site upgrading to ensure Big Thunder has the components required for all the Nordic ski disciplines for training and competition.

Old Fort Henry, Kingston



Thunder Bay Ski Jump



THE  
TRILLIUM  
FOUNDATION





## Ontario Lottery Corporation

Continuous public support for Ontario's lotteries has generated over \$1 billion to help fund a diverse range of programs since 1975. Culture, sport recreation, heritage, health and environmentally-related health research have all benefited from money raised through the six games operated by the Ontario Lottery Corporation.

Last fiscal year produced proceeds of \$216 million, with ticket sales reaching an all-time high of \$661 million and prizes totalling \$341 million. In addition to operating Wintario, Lottario, Provincial, Super Loto and Lotto 6/49, the Corporation launched a new instant game, Shoot to Score. Product prizes in Wintario and Super Loto assisted local manufacturing efforts, while Lotto 6/49 offered the largest tax-free jackpot of \$13.9 million in North American history.

Weekly Ontario draw



## Ontario Place Corporation

For the past thirteen years Ontario Place has operated an internationally acclaimed cultural, leisure and entertainment parkland complex extending throughout three man-made islands along the Toronto waterfront. Created to provide a needed recreation and entertainment facility for Ontario's citizens and visitors, the park officially opened in May, 1971.

During its 1983 operating season, Ontario Place's attendance was 2,436,800. On-site market research indicated high levels of visitor satisfaction in terms of value and enjoyment of the facilities and services offered.

Attractions operating during the 1983 summer season included children's play areas, entertainment and programming venues and 21 restaurants, featuring the fine dining at the Trillium Restaurant and banquet facility.

Ontario Place Corporation



A number of initiatives were introduced in 1983 with good success:

- The West Island roller-rink area was landscaped and, corporately sponsored, this new Summer Garden became the site for matinee performances, special promotional events and the "Dancing Under the Stars" program three nights a week.
- "Inward Passage," a 35 mm film commissioned by the Ministry of Transportation and Communications to promote the Great Lakes/St. Lawrence Seaway System, premiered in Theatre 1.
- The 55-member Ontario Place Pops Orchestra was formed, in association with Boris Brott and the Hamilton Philharmonic Orchestra, to complement the summer entertainment lineup at the outdoor Forum theatre.
- A portion of the Waterslide was enclosed to produce a tunnel effect and the addition of a sprinkler-type system created a waterfall feature.
- Complete renovations were made to the Trillium Restaurant, enhancing its marketability as a facility for private functions during the shoulder seasons.
- Additional tour group packages were developed contributing to a 150% increase in tour group visits.
- In addition, several corporations sponsored high-profile Forum events, Summer Garden, Showboat, Landride and Tea Room.









Ministry of  
Tourism and  
Recreation

Province of Ontario  
Queen's Park  
Toronto, Canada  
M7A 2R9

Hon. Reuben C. Baetz  
Minister  
T. H. Gibson  
Deputy Minister





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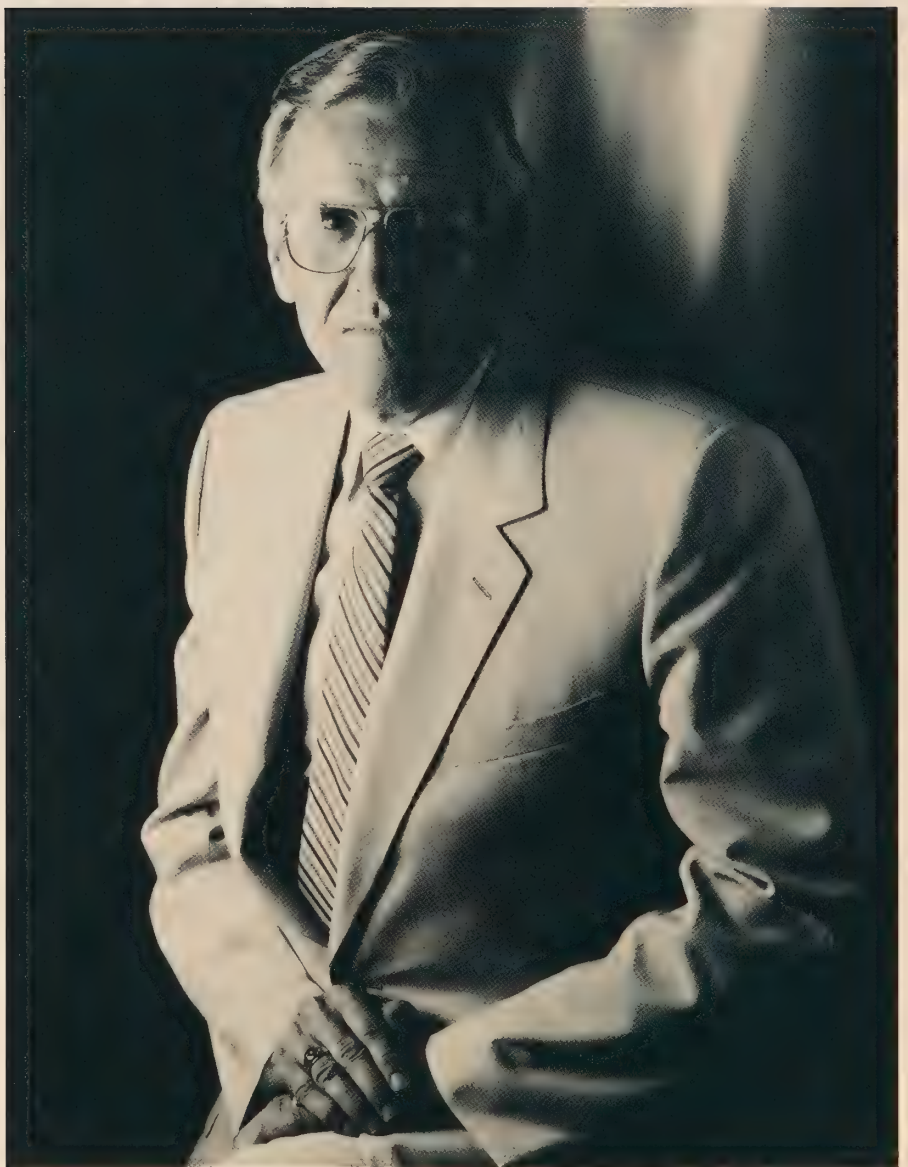
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JOHN EAKINS  
MINISTER

JOHN EAKINS  
MINSTRE





**I**t is a pleasure to present the 1985-86 Annual Report of the Ministry of Tourism and Recreation. This report describes the Ministry's vital role in meeting the fundamental economic, social and demographic challenges facing our province as the 21st century approaches.

Tourism and recreation represent key industries in the service sector, which now ranks by far as the major source of jobs and output in the economy. Tourism alone is a \$7.7 billion business which directly or indirectly creates an estimated nine per cent of provincial employment. Ontario's future prosperity depends on realizing the economic potential of our leisure service industries.

To foster this growth, the Ministry helps Ontario tourism develop and market products through a comprehensive program of advertising and promotional support, financial assistance and consulting advice.

This year, we selected a new tourism advertising agency through an open, competitive process and began working to shift our marketing direction. We adopted a more aggressive advertising approach designed to translate consumer awareness into actual sales.

Ministry financial support helps our tourism industry build world-class facilities and attractions to compete in the expanding but hotly contested global travel market. Our incentive programs this year generated private and public investment commitments of more than \$150

**J'**ai le plaisir de présenter le rapport annuel du ministère du Tourisme et des Loisirs pour l'exercice 1985-1986. Il dépeint le rôle de premier plan que le ministère est appelé à jouer pour aider notre province à relever les défis économiques, sociaux et démographiques fondamentaux qui se présentent à nous à l'approche du XXI<sup>e</sup> siècle.

Le tourisme et les loisirs sont des industries clés du secteur tertiaire, qui est désormais, et de beaucoup, le plus important générateur d'emplois et le secteur le plus productif de notre économie. À lui seul, le tourisme représente un chiffre d'affaires de 7,7 milliards de dollars qui compte directement ou indirectement pour environ 9 pour 100 des emplois de la province. La prospérité de l'Ontario dépend donc de notre aptitude à mettre en valeur le potentiel économique que représentent nos industries de service dans ce secteur des loisirs.

Soucieux de favoriser la croissance du tourisme ontarien, le ministère contribue à la création et à la commercialisation de produits par le biais d'un vaste programme d'aide à la publicité et à la promotion, d'aide financière et de consultation.

Cette année, nous avons procédé à un appel d'offres ouvert pour choisir une nouvelle agence de publicité chargée de promouvoir le tourisme. Ce changement a marqué le début d'une réorientation de notre stratégie commerciale. Nous avons en effet adopté une démarche publicitaire plus dynamique et conçue pour que nos efforts en vue de rejoindre les consommateurs se concrétisent par des ventes.

La contribution financière du ministère aide notre industrie touristique à construire des installations et des attractions de grande classe qui lui permettront de se faire une place sur un marché international du voyage en pleine expansion mais où la concurrence est féroce. Cette année, nos programmes d'encouragement ont amené les secteurs public et privé à investir plus de 150 millions de dollars dans le tourisme.

million in the tourism plant. (Note: Figure includes total project expenditures under TRIP, Term Loans, Grading Loans and NOR-DEV, as well as the two Federal Provincial Projects announced in 1985-86.)

Changing patterns of work and leisure are producing a growing abundance of discretionary time in our advanced industrial society. The Ministry works to create a broad range of leisure options so individuals may utilize their free time in ways that match their personal goals, interests and abilities.

The Female Athletes Motivating Excellence (FAME) program is one of several measures we introduced this year to promote equal access to recreational opportunities. FAME exposes young women to female role models to encourage greater participation in competitive sports. Opening another door, we assigned a full-time consultant this year to further the integration of disabled persons in recreation activities.

In fulfilling our mandate, the Ministry works with 10,000 tourist operators, 25 travel and trade associations, 799 municipalities and a host of community recreation groups and agencies. These enterprises and organizations are our partners in offering, to the people of Ontario, tourist and recreational opportunities which are second to none.

A network of 24 field offices spanning the province links the Ministry with tourism and recreation clients at the community level. In 1985-86 our very busy operations staff recorded an eight per cent increase in client contacts to offer consulting advice or provide access to financial assistance programs.

To chart a course for the future, the Ministry in 1985-86 introduced a strategic planning process. In the first year of the cycle we established

*(Remarque: Ces chiffres comprennent les dépenses relatives aux projets sous les postes déplacements, prêts à terme, prêts pour amélioration de l'hébergement et programme de développement du Nord de l'Ontario ainsi que les deux projets fédéraux-provinciaux annoncés en 1985-1986.)*

L'organisation du travail et des loisirs évolue, laissant de plus en plus de temps libre aux membres des sociétés hautement industrialisées. Le ministère s'efforce d'offrir un vaste choix d'activités de loisirs qui permettent à chacun d'occuper son temps libre en fonction de ses objectifs, de ses intérêts et de ses aptitudes.

Le programme Les Femmes athlètes misent sur l'excellence (FAME) est au nombre des mesures prises cette année en vue de favoriser l'égalité d'accès aux activités récréatives. Ce programme vise à favoriser la participation des femmes aux sports de compétition en mettant des jeunes filles en contact avec des sportives dont elles peuvent s'inspirer. Nous avons par ailleurs nommé un conseiller à plein temps chargé de promouvoir l'intégration des personnes handicapées aux activités de loisirs.

Dans le cadre de son mandat, le ministère collabore avec 10 000 exploitants touristiques, 25 associations touristiques et associations commerciales, 799 municipalités et un grand nombre de groupes et d'organismes de loisirs communautaires. De concert avec le ministère, ces entreprises et organismes offrent à la population de l'Ontario des activités récréatives et touristiques de premier ordre.

Un réseau de 24 bureaux régionaux répartis à travers la province relie le ministère et ses clients des milieux touristiques et récréatifs à l'échelon de la collectivité. En 1985-1986, le personnel de la Division des opérations touristiques et récréatives a été très occupé, car ses contacts avec les clients se sont accrus de 8 pour 100. La division offre à ses clients des services de consultation et leur assure l'accès aux programmes d'aide financière du ministère.

Désireux d'établir son orientation pour l'avenir, le ministère a instauré en 1985-1986 un processus de planification stratégique. Au cours de la première année de ce cycle, nous



general directions and objectives as a framework for new measures to support tourism and recreation. These priorities will guide our actions in 1986-87.

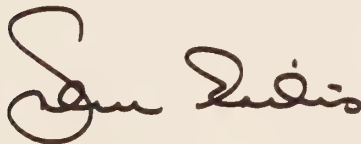
In particular, we will develop a long term tourism strategy for Ontario, in consultation with all sectors of the travel industry. We will also place a new accent on hospitality training and awareness to encourage excellence in customer service and stimulate repeat business.

On the recreation side, we will address the vital issue of sport safety. I am determined to ensure that the risks of injury to participants in physical activity are reduced to the absolute minimum. We also plan new initiatives building on our work this year to expand recreation opportunities for older adults.

Paralleling the government commitment, the Ministry will further improve services to Franco-Ontarians in their own language. Our French-language services coordinator, appointed in 1985-86, will oversee this effort.

In dealings with other provincial ministries and agencies and other levels of government, the Ministry acts as an advocate for its clients. As minister, I have spoken with a strong voice at the Cabinet table on behalf of tourism and recreation and I will continue to do so.

Tourism and recreation will critically influence the quality of life, work and leisure in this province in the years to come. I pledge to work with each of you to maximize this positive impact for the benefit of the people of Ontario.



John Eakins  
Minister  
M.P.P., Victoria-Haliburton

avons défini les orientations et les objectifs généraux qui serviront de cadre aux mesures d'aide au tourisme et aux loisirs que nous adopterons. Les priorités ainsi établies guideront notre démarche au cours de l'exercice 1986-1987.

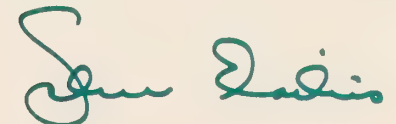
Le ministère élaborera notamment une stratégie touristique à long terme pour l'Ontario en collaboration avec les différents secteurs de l'industrie touristique. À l'avenir nous mettrons tout particulièrement l'accent tout neuf sur la formation axée sur l'hospitalité et la sensibilisation des milieux touristiques à cette importante question en vue de favoriser l'excellence du service à la clientèle et d'inciter les touristes à revenir en Ontario.

Au chapitre des loisirs, nous nous attaquerons à la question essentielle de la sécurité dans les sports. J'ai résolu de réduire au strict minimum les risques corporels auxquels s'exposent tous ceux qui pratiquent des activités physiques. Nous prévoyons de plus nous fonder sur le travail accompli cette année pour poursuivre l'expansion des services de loisirs destinés aux personnes âgées.

Parallèlement aux efforts du gouvernement en vue de mieux servir les Franco-Ontariens, le ministère continuera à améliorer ses services en français. Nous avons nommé au cours de l'exercice un coordonnateur des Services en français en vue de superviser nos efforts en ce sens.

Lorsqu'il traite avec les ministères et les organismes des autres provinces et des autres niveaux de gouvernement, le ministère défend les intérêts de ses clients. En ma qualité de ministre, j'ai servi avec ardeur les intérêts du tourisme et des loisirs au sein du Conseil des ministres, et j'entends bien continuer à le faire.

Le tourisme et les loisirs auront une influence prépondérante sur la qualité de la vie, du travail et des temps libres des Ontariens au cours des années qui viennent. Je m'engage à travailler avec chacun d'entre vous pour que la population de l'Ontario bénéficie au maximum de ces effets positifs.



John Eakins  
Ministre  
Député de Victoria-Haliburton

JIM KEENAN  
DEPUTY MINISTER

JIM KEENAN  
SOUS-MINISTRE





## DEPUTY MINISTER'S MESSAGE

**I**n 1985-86, the Ministry of Tourism and Recreation contributed strongly to the social and economic health of the province. We reinforced our current programs and embarked on several new service directions.

Our tourism advertising in winter 1985-86 introduced a more hard-sell, product-specific approach designed to yield bottom-line results for Ontario tourist operators. Our overall 1986-87 marketing campaign will develop this concept more fully.

Cooperative marketing programs with the private sector—such as the northern Ontario sport fishing promotion—proved highly cost-effective and will receive more emphasis in the future.

International travel could well account for 10 per cent of world trade by 1995. The Canada-Ontario Tourism Development Program, which stimulates investment in world-class travel destinations, completed its first full year of operation in 1985-86. In September, the Ministry led a trade mission to Japan to help our tourism industry gain a foothold in the world's fastest-growing travel market.

Ministry field staff acted as advocates for tourism and recreation in dealing with other ministries at the regional level. Our input on timber

## EXPOSÉ RÉCAPITULATIF DU SOUS-MINISTRE

**E**n 1985-1986, le ministère du Tourisme et des Loisirs a largement contribué au bien-être économique et social de la province. Nous avons amélioré nos programmes existants et amorcé plusieurs réorientations de nos services.

Nous avons adopté, au cours de l'hiver 1985-1986, une stratégie publicitaire plus dynamique et davantage orientée vers les ventes et la commercialisation de produits donnés destinée à faire directement bénéficier les exploitants touristiques ontariens. En 1986-1987, l'ensemble de notre campagne de commercialisation exploitera plus à fond ce concept.

Les programmes de commercialisation entrepris de concert avec le secteur privé, comme la promotion de la pêche sportive dans le Nord de l'Ontario, se sont révélés très rentables et recevront à l'avenir une attention particulière.

Les voyages internationaux pourraient bien représenter 10 pour 100 du commerce international d'ici 1995. Le Programme Canada-Ontario pour le développement du tourisme, qui favorise les investissements dans des installations touristiques de grande classe, a fêté le premier anniversaire de sa création au cours de l'exercice 1985-1986. En septembre, le ministère organisait une mission commerciale au Japon pour aider notre industrie touristique à se tailler une place au sein du marché du voyage qui connaît l'expansion la plus rapide au monde.

Le personnel des bureaux régionaux du ministère a fait valoir auprès des autres ministères les intérêts du tourisme et des loisirs à l'échelle régionale. Par exemple, en participant aux discussions sur la gestion des ressources forestières et halieu-

management and fishery management issues, for example, ensured the protection of tourism values in the development of these resources.

Funding under the Ministry's Best Ever program contributed to Ontario's record-breaking performance at the Canada Summer Games and also assisted volunteer groups to expand participation in sports and fitness at the community level. The first provincial Senior Games playoffs were scheduled for summer 1986 — the culmination of several years of developmental work in which Ministry staff played a key role.

The Ministry introduced a volunteer recognition program, Corps d'Elite Ontario, to extend much deserved thanks to volunteers who have made an exceptional contribution to recreation at the provincial or regional level.

Capital conservation of our recreation plant ranked as a high priority this year. Wintario grants helped communities counter the normal effects of physical deterioration and obsolescence and update facilities to meet new user needs.

A major study of the role of recreation in the life of the unemployed got under way in Sault Ste. Marie with Ministry support. Complementing this project, a committee of Ministry and municipal recreation personnel was formed to consider the responsibilities of recreation practitioners toward individuals facing forced leisure. We expect both these initiatives to provide valuable insights in 1986-87.

tiques, nous avons obtenu que les plans de mise en valeur de ces ressources tiennent compte de la préservation des richesses touristiques.

L'aide financière accordée dans le cadre du programme Mieux que jamais Ontario a contribué aux succès sans précédent des athlètes ontariens aux Jeux d'été du Canada, en plus d'aider des groupes de bénévoles à favoriser la participation aux sports et aux activités de conditionnement physique dans leurs collectivités. Les premiers Jeux de l'Ontario pour personnes âgées étaient prévus pour l'été 1986; ils sont le fruit de plusieurs années de travail dans lequel le ministère a joué un rôle de premier plan.

Le ministère a mis sur pied le Corps d'Elite Ontario, un programme par le biais duquel il veut exprimer des remerciements bien mérités aux bénévoles qui ont contribué de façon exceptionnelle aux loisirs, tant à l'échelle provinciale que régionale.

La conservation de nos installations permanentes de loisirs constituait l'une des principales priorités du ministère cette année. Les subventions Wintario ont aidé les collectivités à remédier aux effets de la détérioration et de l'obsolescence et à rajeunir les installations afin qu'elles répondent aux nouveaux besoins des usagers.

Une importante étude sur le rôle des loisirs dans la vie des chômeurs a été entreprise à Sault Ste. Marie avec la collaboration du ministère. En guise de complément à cette étude, un comité formé d'employés du ministère et d'employés municipaux oeuvrant dans le secteur des loisirs a été mis sur pied en vue d'examiner le rôle des professionnels des loisirs vis-à-vis des personnes qui ont des temps libres par nécessité. Nous prévoyons que ces deux projets nous fourniront des données précieuses en 1986-1987.

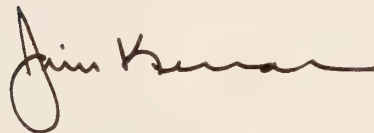


Internally, the Ministry put into practice the dictum that our real strength is people. We formulated a new human resources plan including revised job descriptions for all employees, a performance management system and a succession plan.

We also created a new Strategic Policy Branch to oversee strategic planning and policy development. The work of this branch will enable the Ministry to become more proactive in anticipating and responding to issues affecting tourism and recreation.

The Ministry's agencies continued to enhance Ontario's quality of life in diverse ways, from attracting tourists to preserving heritage resources to managing provincial lotteries. A highlight of the year was the renewal of the mandate of the Trillium Foundation following a sunset review. Since its inception in 1982, the foundation has channelled lottery funds to provincial social service agencies reaching more than half a million people.

May I take this opportunity to thank the many clients who cooperated with the Ministry on joint projects or provided us with information and advice during the year. The Ministry looks forward to continuing this productive partnership in 1986-87.



Jim Keenan,  
Deputy Minister

Le ministère a mis en pratique le principe selon lequel notre véritable force réside dans nos ressources humaines. Dans le cadre du nouveau plan de gestion des ressources humaines, nous avons notamment révisé toutes les descriptions de poste, instauré un système de gestion du rendement et mis en place un plan visant à assurer la relève au sein du ministère.

Nous avons en outre créé la Direction de la planification stratégique qui supervise la planification stratégique et l'élaboration des politiques. Grâce aux efforts de cette nouvelle direction, le ministère sera plus à même d'agir de façon proactive lorsqu'il prévoit les questions ayant des répercussions sur le tourisme et les loisirs et lorsqu'il y réagit.

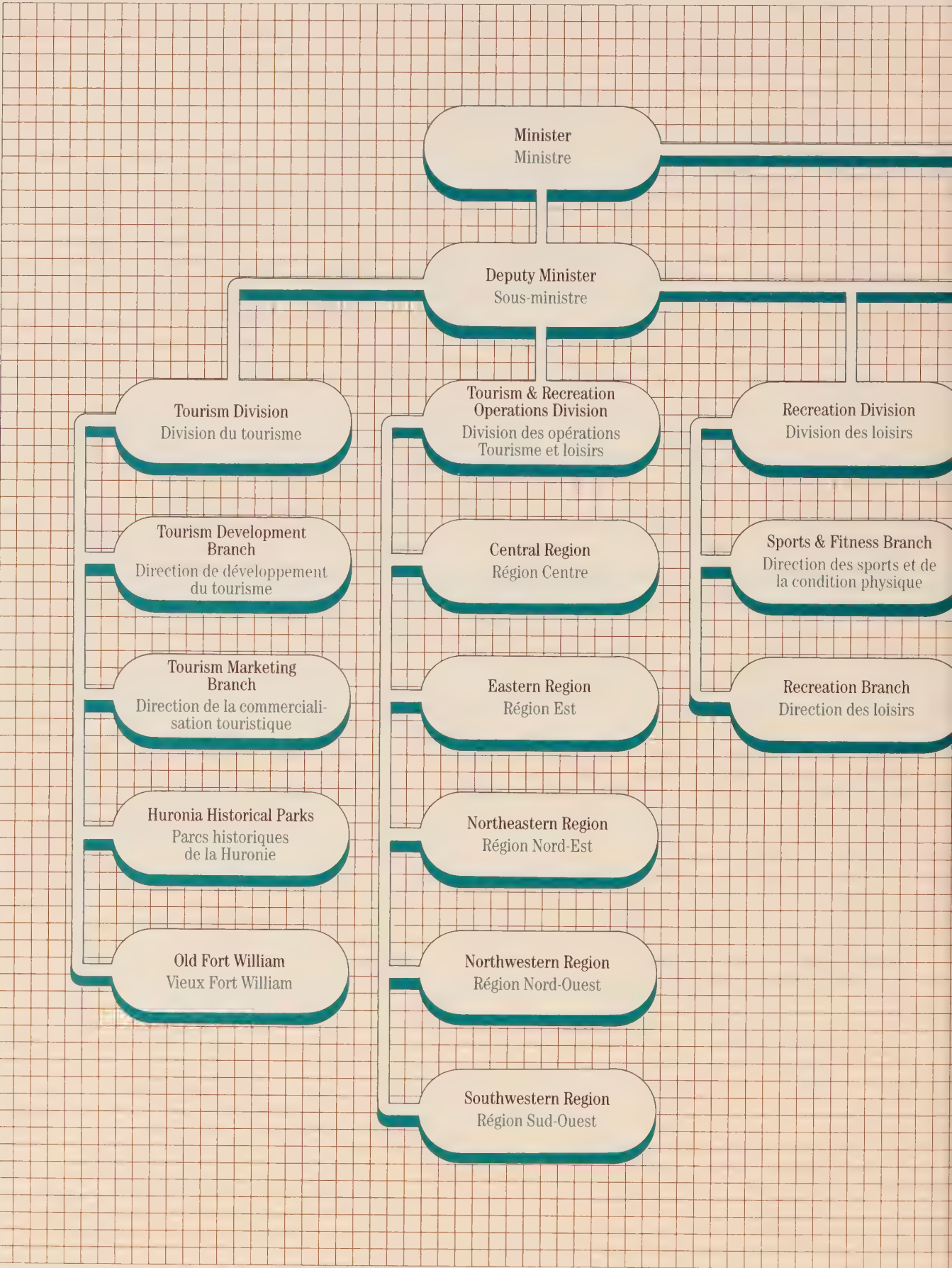
Les organismes qui relèvent du ministère ont continué à améliorer la qualité de vie en Ontario de diverses façons, notamment en attirant des touristes, en protégeant les richesses de notre patrimoine et en veillant à l'administration des loteries provinciales. Un des faits saillants de l'exercice a été le renouvellement du mandat de la Fondation Trillium à la suite d'un réexamen de ses activités. Depuis sa création en 1982, la fondation a redistribué des fonds provenant des loteries à divers organismes de services sociaux de la province qui touchent plus d'un demi-million de personnes.

Je profite de l'occasion pour remercier les nombreux clients qui ont collaboré avec le ministère dans le cadre de projets conjoints, ou qui nous ont conseillés ou fourni des renseignements au cours de l'exercice. Le ministère souhaite vivement que cette collaboration se poursuive en 1986-1987.



Jim Keenan,  
Sous-ministre

MINISTRY OF TOURISM AND RECREATION ORGANIZATION MARCH 31, 1986  
ORGANIGRAMME DU MINISTÈRE DU TOURISME ET DES LOISIRS AU 31 MARS 1986







UNIFORMED GUARDS OF THE 1812-14 WAR  
PERIOD PERFORM VARIOUS MILITARY DRILLS  
DURING THE SUMMER MONTHS AT OLD  
FORT HENRY.

DES GARDES EN UNIFORME DE L'ÉPOQUE DE  
LA GUERRE DE 1812-1814 EFFECTUE DES  
EXERCICES MILITAIRES PENDANT LES MOIS  
D'ÉTÉ AU VIEUX FORT HENRY.





**I**n our advanced industrial society tourism and recreation are gaining momentum as vital job-creators and essential ingredients in the quality of life. These two overlapping fields represent dynamic growth industries in an economy increasingly based on the service sector. And for individuals with growing discretionary time, tourism and recreation provide irreplaceable opportunities for meaningful leisure experiences.

#### NEW WORK — LEISURE PATTERNS

The expanding role of tourism and recreation is a by-product of the massive economic, social and demographic transformation our society is now undergoing.

Patterns of work and leisure are shifting with the introduction of new technology and the advent of a global economy. Trends such as early retirement, flextime, job-sharing, longer vacations, part-time work and high unemployment levels combine to produce a growing abundance of discretionary time. The rise in the number of older adults and the shift toward smaller families also imply more time free from obligation.

Helping people use this expanding leisure in personally satisfying ways—and in ways that stimulate employment for their neighbours—is the mission of the Ministry of Tourism and Recreation.



**A**u sein de notre société industrialisée, le tourisme et les loisirs jouent un rôle toujours plus croissant en tant que générateurs d'emplois et d'éléments essentiels à la qualité de vie. Ces deux secteurs se recoupent pour former une industrie en pleine croissance au sein d'une économie qui s'articule toujours davantage autour du secteur tertiaire. Pour tous ceux qui ont de plus en plus de temps libre, le tourisme et les loisirs sont des sources irremplaçables d'expériences récréatives enrichissantes.

#### RÉORGANISATION DU TRAVAIL ET DES LOISIRS

Le rôle de plus en plus grand que le tourisme et les loisirs sont appelés à jouer est attribuable à la profonde mutation économique, sociale et démographique que traverse notre société.

L'avènement des nouvelles technologies et d'une économie globale entraîne une réorganisation du travail et des loisirs. Des tendances telles que la retraite anticipée, les horaires flexibles, le travail partagé, le prolongement des vacances, le travail à temps partiel et le taux de chômage élevé sont autant de facteurs qui contribuent à l'accroissement des temps libres. L'augmentation du nombre de personnes âgées et la baisse du nombre d'enfants par famille supposent une diminution des obligations et un accroissement du temps libre.

Le ministère du Tourisme et des Loisirs a pour mission d'aider la population à occuper ses temps libres et à en retirer des satisfactions personnelles tout en créant des emplois pour les Ontariens.

The Ministry strives to enhance Ontario's attractiveness as a tourist destination for both residents and visitors. And it works to build access to a variety of tourist and recreational opportunities, so that all Ontarians may enjoy freedom of choice in the use of leisure time.

#### TOURISM AND RECREATION LINKED

Tourism and recreation are closely linked. Nearly one-quarter of the trips taken by Ontarians within the province involve participation in outdoor recreation or sporting events. Overall, recreation and pleasure represent the primary motivation for more than one-third of Ontario travel. (Other major trip purposes are personal and work-related business and visiting friends and relatives.)

Conversely, by enlarging the user base, tourism helps communities afford more and better recreation facilities—ski slopes, marinas, theatres—than they otherwise could. A Ministry priority is to reinforce the natural ties between these two aspects of Ontario's social and economic life.

#### ECONOMIC IMPACT

Tourism and recreation are key fields in the service sector, which has emerged as by far the largest component of the economies of advanced industrial nations.

In Ontario the service sector now accounts for 73 per cent of employment and 70.2 per cent of output. It



Le ministère s'efforce de faire de notre province une destination touristique toujours plus intéressante, tant pour les Ontariens que pour les visiteurs. Il s'efforce en outre à rendre les nombreuses activités touristiques et récréatives accessibles, de façon que tous les Ontariens puissent utiliser leurs temps libres selon leurs préférences.

#### LIENS ENTRE LE TOURISME ET LES LOISIRS

Le tourisme et les loisirs sont intimement liés. Dans près du quart des voyages qu'ils entreprennent à l'intérieur de leurs frontières, les Ontariens participent à des activités sportives ou récréatives en plein air. Dans l'ensemble, plus du tiers des voyages effectués en Ontario sont avant tout des voyages récréatifs ou d'agrément. (Au nombre des autres motifs de voyage qui reviennent fréquemment, mentionnons les questions d'ordre personnel, le travail et les visites aux amis et parents.)

Par ailleurs, en accroissant le nombre des utilisateurs, le tourisme aide les collectivités, qui n'en auraient pas autrement les moyens, à se doter d'installations récréatives plus nombreuses et plus intéressantes, qu'il s'agisse de pentes de ski, de ports de plaisance, de théâtres, etc. Le ministère a fait du renforcement des liens naturels qui unissent ces deux aspects de la vie sociale et économique de l'Ontario l'un de ses objectifs prioritaires.

#### RÉPERCUSSIONS ÉCONOMIQUES

Le tourisme et les loisirs sont des champs d'activité essentiels du secteur tertiaire, qui est devenu l'élément de loin le plus important de l'économie des nations industrialisées.

En Ontario, le secteur tertiaire compte maintenant pour 73 pour 100 des emplois et représente 70,2 pour



is predicted that 80 per cent of all new jobs in the province over the next 10 years will be created in service industries.

A 1983 study commissioned by the Ministry reported that the average Ontario family spends about \$2,300 a year on recreation. Moreover, every dollar the Ministry devotes to recreation programs sparks more than \$9 in economic activity. The reason: people participating in recreation purchase a wide range of goods and services, ranging from ice skates to tennis lessons.

At present tourism directly or indirectly generates an estimated nine per cent of provincial employment and six per cent of the gross provincial product. Accommodation and food alone provided more than 207,000 jobs in 1985—making that category the fifth largest service industry grouping in terms of employment.

According to the Economist Intelligence Unit, a respected forecaster, total international travel expenditure world-wide will likely mount from around \$154 billion in 1983 to \$254 billion in 1990 and \$367 billion by 1995 (in constant 1983 U.S. dollars). This mammoth total could be equivalent to 10 per cent of world trade by 1995.

Tourism is already Ontario's number two export industry, having generated about \$2.1 billion in foreign spending in Ontario in 1985, according to preliminary data. But the competition to keep and expand our market share will be fierce.



100 de la production. On prévoit que 80 pour 100 des emplois créés dans la province au cours des 10 prochaines années appartiendront au secteur tertiaire.

Une étude effectuée en 1983 à la demande du ministère a révélé que la famille ontarienne moyenne consacre environ 2 300 \$ par an aux activités récréatives. De plus, chaque dollar que le ministère investit dans des programmes de loisirs génère plus de 9 \$ en activité économique parce que ceux qui participent à des activités récréatives achètent une vaste gamme de biens et services, des patins et des cours de tennis par exemple.

On estime que le tourisme génère directement ou indirectement 9 pour 100 des emplois de la province et qu'il représente 6 pour 100 du produit provincial brut. L'hébergement et la restauration ont à eux seuls fourni plus de 207 000 emplois en 1985, ce qui les classe à cet égard au cinquième rang dans le secteur tertiaire.

Selon l' Economist Intelligence Unit, organisme réputé pour la fiabilité de ses prévisions, les dépenses totales consacrées aux voyages internationaux à l'échelle mondiale passeront selon toute vraisemblance de 154 milliards de dollars qu'elles étaient en 1983 à 254 milliards de dollars en 1990 et à 367 milliards en 1995 (en dollars américains constants de 1983). Ces énormes sommes pourraient représenter 10 pour 100 du commerce international d'ici 1995.

Le tourisme se classe actuellement au deuxième rang des industries de la province dans le domaine de l'exportation. Selon les chiffres préliminaires pour 1985, les touristes étrangers ont en effet dépensé environ 2,1 milliards de dollars en Ontario. Il faut toutefois admettre que nous devons faire face à une vive concurrence si nous voulons préserver et accroître notre part du marché.

A key Ministry goal is to build on the existing tourism and recreation base to strengthen Ontario's international drawing power and stimulate growth in the provincial economy.

#### STRATEGIC PLANNING

The Ministry introduced a strategic planning process and produced an initial Strategic Directions Paper. The document sets a framework for the Ministry to respond to client needs within the context of government-wide priorities and changing social and economic conditions.

Four major priorities were established for 1986 and following years:

- Investment for growth—to make Ontario a first choice, first class tourist destination in both domestic and international markets.
- Leisure opportunities—to develop a wide variety of tourism and recreation opportunities to meet the needs and interests of residents and visitors alike.
- Learning and education—to involve tourism and recreation in the government thrust toward excellence in education, through such initiatives as hospitality training and volunteer development.



L'un des principaux objectifs du ministère consiste à partir de la base touristique et récréative existante pour rendre l'Ontario plus attirant à l'échelle internationale et stimuler la croissance économique de la province.

#### PLANIFICATION STRATÉGIQUE

Le ministère a instauré un processus de planification stratégique et préparé un document d'orientation stratégique préliminaire. Ce document définit un cadre qui permettra au ministère de satisfaire les besoins de ses clients d'une façon qui respecte les priorités du gouvernement et qui convient dans le contexte économique et social en constante évolution.

Le ministère s'est fixé, pour 1986 et les années subséquentes, quatre grandes priorités:

- Favoriser la croissance: faire de l'Ontario une destination touristique de premier choix et de première classe, tant sur le marché intérieur que sur le marché international.
- Accroître les activités récréatives: offrir un vaste choix d'activités récréatives et touristiques afin de répondre aux besoins des Ontariens et des visiteurs et de convenir à leurs intérêts.
- Favoriser la formation et l'éducation: intégrer le tourisme et les loisirs aux efforts que fait le gouvernement pour atteindre l'excellence en éducation par le biais de projets comme la formation axée sur l'hospitalité et le perfectionnement des bénévoles.





- Progress through partnership—to launch cooperative ventures with sister ministries, the federal government, municipalities, private industry, volunteer groups and others to achieve mutual goals efficiently.

#### CLOSE TO THE CLIENT

Partnership and consultation are fundamental operating principles at the Ministry. Staff work closely with community organizations, other levels of government and the private sector to expand and improve leisure services in the province.

In particular, the Ministry maintains regular liaison with two umbrella organizations—Tourism Ontario, which represents some 7,000 tourist establishments, and the Parks and Recreation Federation of Ontario, which represents more than 2,000 recreation professionals and countless volunteers. The Ministry listens to client views and uses this input together with its own analysis as the basis for advocacy within the provincial government on behalf of the tourism and recreation sectors.

In late 1985 the minister announced that the government will develop a long-term tourism strategy through an extensive consultation process. Tourist operators, local associations and municipalities were to be invited to participate in round table conferences in the spring and summer of 1986 in 16 communities. The goal is to formulate a comprehensive business plan to promote growth in the tourism industry.



- Favoriser le progrès par la coopération: entreprendre des projets en collaboration avec des ministères homologues, le gouvernement fédéral, les municipalités, le secteur privé, des groupes de bénévoles et d'autres organismes en vue d'atteindre efficacement des objectifs communs.

#### EN ÉTROITE RELATION AVEC SES CLIENTS

La collaboration et la consultation sont des principes d'exploitation fondamentaux au sein du ministère. Le personnel travaille en étroite collaboration avec les organismes communautaires, les autres niveaux de gouvernement et le secteur privé en vue d'accroître et d'améliorer les services de loisirs offerts dans la province.

Plus particulièrement, le ministère entretient des relations régulières avec deux organismes centraux, soit Tourisme Ontario, qui représente environ 7 000 établissements touristiques, et la Fédération des parcs et des loisirs de l'Ontario, qui représente plus de 2 000 professionnels des loisirs et d'innombrables bénévoles. Le ministère est attentif à l'opinion de ses clients et se fonde sur les idées que ceux-ci expriment et sur les résultats de ses propres analyses pour faire valoir les intérêts des secteurs du tourisme et des loisirs au sein du gouvernement de la province.

À la fin de 1985, le ministère du Tourisme et des Loisirs a annoncé que le gouvernement élaborerait une stratégie touristique à long terme à la suite de consultations approfondies. Les exploitants touristiques, les associations locales et les municipalités seraient invités à participer à des tables rondes prévues dans 16 collectivités au printemps et à l'été de 1986 en vue de formuler un plan d'action complet favorisant la croissance de l'industrie touristique.

GORD SMITH (LEFT), MANAGER OF THE DEVELOPMENT SECTION OF THE SPORTS AND FITNESS BRANCH, SUPERVISES A STAFF OF NINE SPORTS CONSULTANTS AND THE WINTARIO GRANTS TO 76 PROVINCIAL SPORTS GOVERNING BODIES. WHEN FULLY OPERATIONAL, HIS IBM-PC WILL SERVE AS A DATA BANK OF INFORMATION ABOUT THE ASSOCIATIONS. SUDESH SHARMA (RIGHT) HAS BEEN SMITH'S SECRETARY FOR THE PAST TWO YEARS.

GORD SMITH (À GAUCHE), CHEF DE LA SECTION DU DÉVELOPPEMENT DE LA DIRECTION DES SPORTS ET DE LA CONDITION PHYSIQUE, SUPERVISE NEUF CONSEILLERS AUX SPORTS ET LE PROGRAMME DE SUBVENTIONS WINTARIO ACCORDÉES À 76 FÉDÉRATIONS SPORTIVES DE LA PROVINCE. LORSQU'IL SERA PLEINEMENT EXPLOITABLE, SON ORDINATEUR PERSONNEL IBM SERVIRA DE BANQUE DE DONNÉES POUR TOUT RENSEIGNEMENT CONCERNANT LES FÉDÉRATIONS. SUDESH SHARMA (À DROITE), EST LA SECRÉTAIRE DE M. SMITH DEPUIS 2 ANS.





## TOURISM INDICATORS UP

In 1985 Ontario residents took 85 million person-trips within the province, according to preliminary figures, and non-residents added a further 27.2 million. (A person-trip is a trip by an individual. Six people travelling together count as six person-trips.) In all, Ontario recorded more than 112 million person-trips from all origins.

These travellers made 1985 a solid year for Ontario tourism—a definite improvement over the four prior years in most sectors of the industry. Total travel expenditure reached \$7.7 billion, according to preliminary data, up 6.5 per cent from the 1984 level.

The influx of American visitors arriving by automobile and staying one or more nights increased 1.3 per cent over 1984. This is a key indicator because overnight travellers tend to spend more heavily than do people on day trips.

The number of Canadians returning from the U.S. to Ontario fell 1.5 per cent, which suggests that Ontarians are curtailing U.S. travel due to the lower Canadian dollar.

Domestic travel indicators were favourable. The average provincial occupancy rate for commercial accommodation in 1985 was 60.2 per cent, compared with 59.1 per cent in 1984. Total attendance at attractions in the province increased 4.1 per cent from the year before.



## INDICATEURS DU TOURISME À LA HAUSSE

En 1985, selon les données préliminaires, les résidents de l'Ontario ont effectué 85 millions de voyages-personnes dans la province et les non-résidents, 27,2 millions. (Un voyage-personne est un voyage effectué par une personne. Six personnes qui voyagent ensemble font six voyages-personnes.) Au total, l'Ontario a compté plus de 112 millions de voyages-personnes de toutes les provenances.

Grâce à ces voyageurs, 1985 a été une bonne année pour le tourisme en Ontario, car il y a eu une nette amélioration dans la plupart des secteurs par rapport aux quatre dernières années. Selon les données préliminaires, les voyageurs ont dépensé au total 7,7 milliards de dollars, soit une hausse de 6,5 pour 100 par rapport à 1984.

Le nombre de visiteurs américains qui arrivent en automobile et qui restent au moins jusqu'au lendemain a augmenté de 1,3 pour 100 comparativement à 1984. Il s'agit là d'un indicateur clé, car les voyageurs qui passent la nuit parmi nous dépensent généralement davantage que les personnes qui ne restent qu'une journée.

Le nombre de Canadiens qui reviennent en Ontario après un séjour aux États-Unis a baissé de 1,5 pour 100, ce qui laisse supposer que la faiblesse de notre dollar incite les Ontariens à restreindre leurs voyages chez nos voisins du Sud.

Les indicateurs du tourisme intérieur ont été encourageants. Le taux d'occupation moyen des établissements commerciaux d'hébergement de la province a été de 60,2 pour 100 en 1985, comparativement à 59,1 pour 100 en 1984. Le nombre de visiteurs aux attractions de la province s'est pour sa part accru de 4,1 pour 100 par rapport à l'année précédente.

# TOURISM STATISTICS

	1984	1985	1985/1984 % Change
A. International Travellers to Ontario			
Total U.S. (all modes)	22,952,581	23,506,754	2.4
—Same day auto	14,924,681	15,353,278	2.9
—One or more nights auto	4,871,815	4,933,857	1.3
Other Countries (all routes)	1,001,926	974,770	-2.7
—Via U.S.	604,154	566,362	-6.3
—Direct	397,772	408,408	2.7
Canadians returning from U.S. to Ontario (all modes)	16,299,315	16,053,878	-1.5
Canadians returning from Other Countries to Ontario (all routes)	1,023,874	1,214,866	18.7
B. Travel Expenditures ('000's)			
Total by visitors from all origins	\$7,196,000	\$7,661,000 <sup>(2)</sup>	6.5
C. Occupancy Rate <sup>1</sup> (January to December, Incl.)			
—Provincial Average	59.1%	60.2%	
D. Restaurant, Caterer and Tavern Receipts (January to December, Incl. (Millions of \$))			
	4,263.0	4,642.6	8.9
E. Attendance at Attractions (January to December, Incl.) ('000's)			
—Provincial Total	23,446	24,408	4.1

<sup>1</sup>Pertains to all commercial accommodation establishments, excluding campgrounds.

<sup>2</sup>Preliminary

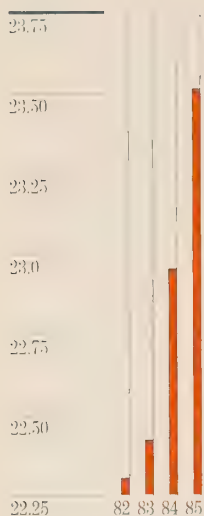


# STATISTIQUES SUR LE TOURISME

	1984	1985	1985/1984 % de changement
A. Voyageurs étrangers en Ontario			
Total en provenance des États-Unis (tous les moyens de transport)	22 952 581	23 506 754	2,4
—une journée, en automobile	14 924 681	15 353 278	2,9
—au moins une nuit, en automobile	4 871 815	4 933 857	1,3
Autres pays (toutes les provenances)	1 001 926	974 770	-2,7
—en passant par les États-Unis	604 154	566 362	-6,3
—directement en Ontario	397 772	408 408	2,7
Canadiens revenant en Ontario à partir des États-Unis (tous les moyens de transport)	16,299 315	16 053 878	-1,5
Canadiens revenant en Ontario à partir d'autres pays (toutes les provenances)	1 023 874	1 214 866	18,7
B. Total des dépenses des voyageurs de toutes les provenances (en milliers de \$)	7 196 000 \$	7 661 000 <sup>(2)</sup>	6,5
C. Taux d'occupation <sup>(1)</sup> de janvier à décembre inclusivement			
—moyenne provinciale	59,1 %	60,2%	
D. Recettes des restaurants, des traiteurs et des auberges de janvier à décembre inclusivement (en millions de \$)	4 263,0 \$	4 642,6 \$	8,9
E. Nombre de visiteurs aux attractions de janvier à décembre inclusivement (en milliers de personnes)			
—Total pour la province	23 446	24 408	4,1

<sup>1</sup>S'applique à tous les établissements d'hébergement commerciaux, à l'exclusion des terrains de camping.

<sup>2</sup>Données préliminaires.



International Travellers to Ontario  
U.S. (all modes)  
(millions)  
Voyageurs Étrangers en Ontario  
En provenance des États-Unis (tous les moyens de transports)

## PHYSICAL ACTIVITY TRENDS

Just as millions of Ontarians travel, millions engage in sports, fitness and recreation — both on trips and at home.

Since 1978, the Ontario government has commissioned regular public opinion surveys to monitor physical activity patterns of Ontario adults. The data show that participation increased in the late '70s and reached a peak in 1981, then levelled off until 1984 when an upturn began, at least for spring activities.

In a survey conducted during June 1984, 65 per cent of Ontario adults or 4.2 million individuals 18 years of age and over were active at least once a week — the highest level recorded since the surveys began. A very substantial 44 per cent of adults participated at least three times a week, the level recommended by fitness professionals.

In November 1984, however, only 50 per cent of adults surveyed were active, with the drop due mainly to fewer people participating three or more times a week.

Just as many women as men were active once a week or more in both June and November 1984. Women tended to be active more frequently, but fewer women than men expended high levels of energy on fitness activities.

Older adults were less active than younger adults. Fifty per cent of those 65 and over participated in spring 1984 and 46 per cent in the fall.

## TENDANCES DE L'ACTIVITÉ PHYSIQUE

S'il y a des millions d'Ontariens qui voyagent, il y en a également des millions qui s'adonnent à des activités sportives et récréatives ainsi qu'au conditionnement physique, et ce, tant lors de leurs voyages qu'à la maison.

Depuis 1978, le gouvernement de l'Ontario fait régulièrement faire des sondages auprès des Ontariens adultes en vue de suivre les tendances de leur activité physique. Les données indiquent que la participation s'est accrue à la fin des années 1970, pour atteindre en 1981 un sommet qui s'est maintenu jusqu'en 1984. C'est à ce moment que la participation a recommencé à s'intensifier, du moins pour ce qui est des activités de printemps.

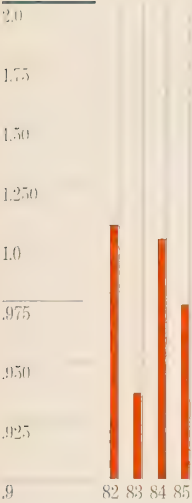
Les données d'un sondage effectué en juin 1984 indiquent que 65 pour 100 des Ontariens adultes, soit 4,2 millions de personnes de 18 ans et plus, s'adonnaient à une activité physique au moins une fois par semaine, ce qui constitue un sommet sans précédent depuis le premier des sondages. En outre, une proportion considérable d'adultes, soit 44 pour 100, participaient à des activités physiques au moins trois fois par semaine, soit la fréquence recommandée par les spécialistes de la condition physique.

En novembre 1984, toutefois, 50 pour 100 seulement des adultes interrogés étaient actifs. Cette baisse était principalement attribuable à la diminution du nombre de personnes s'adonnant à des activités physiques au moins trois fois par semaine.

En juin et en novembre 1984, autant de femmes que d'hommes étaient physiquement actifs au moins une fois par semaine. Les femmes semblaient participer plus fréquemment que les hommes, mais s'adonnaient en moins grand nombre aux activités de conditionnement exigeant une grande dépense d'énergie.

Les personnes âgées n'étaient pas aussi actives que les plus jeunes. Au printemps 1984, 50 pour 100 des adultes de 65 ans ou plus participaient à des activités physiques, mais ils n'étaient plus que 46 pour 100 à l'automne.





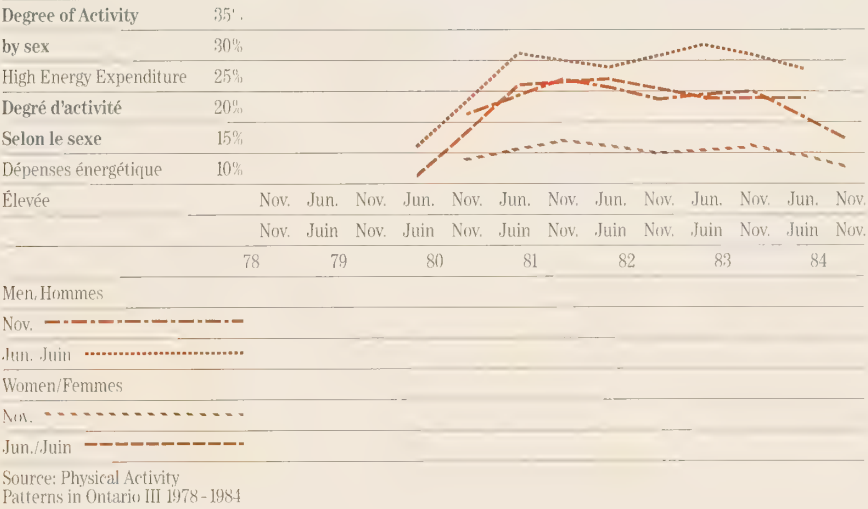
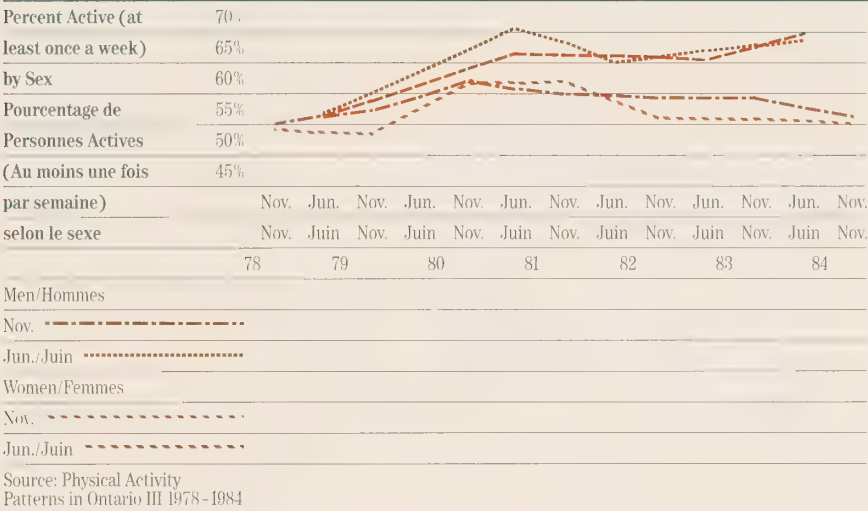
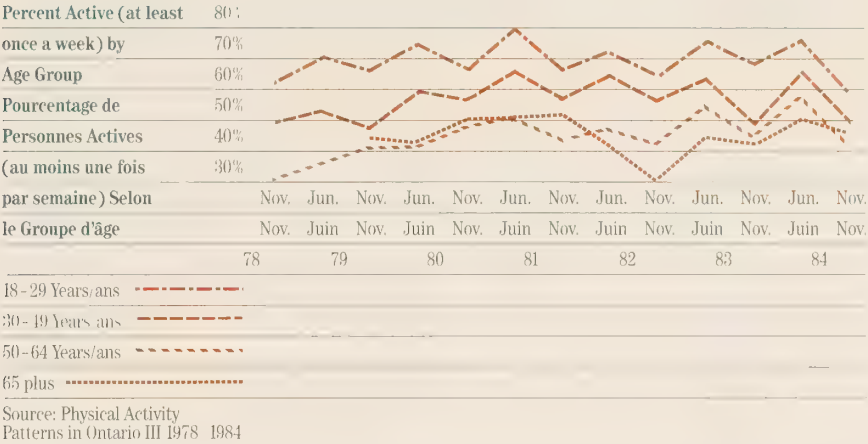
International Travellers to Ontario  
Other Countries  
(all routes)  
(millions)

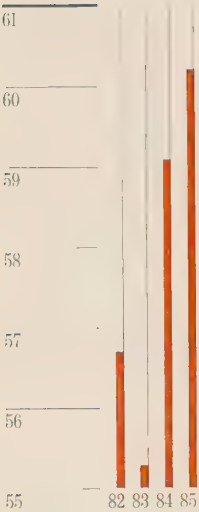
Voyageurs Étranges en Ontario  
Autre pays (toutes les provenances)  
(en millions)



Restaurant, Caterer and Tavern Receipts  
Ontario  
(\$ millions)

Recettes des Restaurants des Traiteurs et les Auberges  
Ontario  
(en millions de \$)





**Occupancy Rate**  
Provincial Average  
(All Commercial Accommodation, excluding Campgrounds)  
(Percent)

**Taux d'occupation**  
Moyenne provinciale  
(tous les établissements d'hébergement commerciaux, à l'exclusion des terrains de camping)  
(Pourcentage)



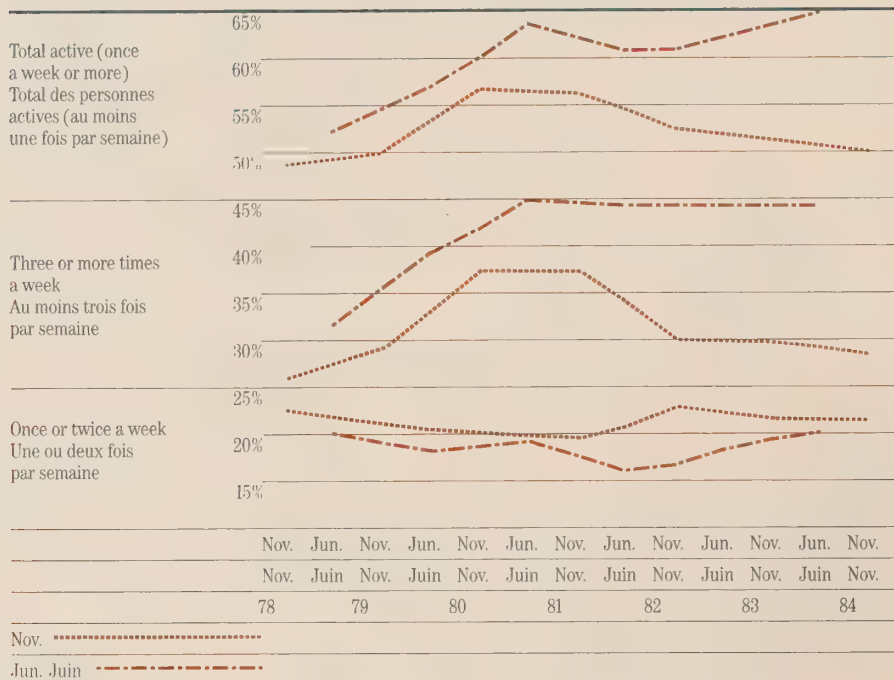
**Attractions Attendance**  
(Percent Change)

**Nombre de Visiteurs aux Attractions**  
(Pourcentage de changement)

**Seasonal Activity Patterns**  
**Tendances de l'activité physique selon les saisons**

Percent of Ontario's Adults who are active  
Pourcentage d'Ontariens adultes "actifs"

Frequency of Activity—3 times a week and once a week  
Fréquence des activités: trois fois par semaine ou une fois par semaine



Source: Physical Activity Patterns in Ontario III 1978 - 1984

**MILLIONS PARTICIPATE IN SPORTS AND FITNESS**

Ontario's 76 sport governing bodies now include some 1.3 million registered members—a further gauge of participation in physical recreation. Apart from organized activities, it is estimated that a further three million people engage in these sports on an informal basis.

Spearheading this mass participation are 50,000 trained volunteer coaches, whose numbers are expanding 25 per cent a year. The province also has more than 7,000 trained fitness leaders.

It is more difficult to measure interest in other aspects of recreation. But it is clear that participation in artistic, cultural and social activities is substantial.

**DES MILLIONS D'ONTARIENS S'ADONNENT AUX SPORTS ET AUX ACTIVITÉS DE CONDITIONNEMENT PHYSIQUE**

Les 76 fédérations sportives ontariennes comptent maintenant environ 1,3 million de membres inscrits, ce qui nous donne une bonne idée de la participation ontarienne aux activités physiques. En outre, on estime à 3 millions le nombre de personnes qui font du sport dans un cadre non structuré.

Les 50 000 entraîneurs bénévoles qui mènent cette participation de masse voient leur nombre s'accroître de 25 pour 100 par année. La province compte également plus de 7 000 moniteurs de conditionnement physique.

Même s'il est plus difficile d'évaluer l'intérêt manifesté envers les autres aspects des loisirs, il est évident que la participation aux activités artistiques, culturelles et sociales est considérable.



SOPHIE ROSSEAU, TOURISM INFORMATION OFFICER AT OUR EATON CENTRE TRAVEL OFFICE, CAME TO ONTARIO FROM HER NATIVE FRANCE IN 1976. SHE WORKED AS A SUMMER STUDENT AT ONTARIO PLACE AND HAS STUDIED TOURISM AT SHERIDAN AND CENTENNIAL COLLEGES. SOPHIE HAS BEEN IN HER CURRENT POSITION FOR ABOUT A YEAR AND A HALF.

SOPHIE ROUSSEAU, AGENTE AUX RENSEIGNEMENTS TOURISTIQUES AU BUREAU DU TOURISME DU CENTRE EATON, EST VENUE DE FRANCE POUR S'INSTALLER À TORONTO EN 1976. LORSQU'ELLE ÉTAIT ÉTUDIANTE, ELLE A TRAVAILLÉ PENDANT L'ÉTÉ À LA PLACE DE L'ONTARIO ET ÉTUDIÉ LE TOURISME AUX COLLÈGES SHERIDAN ET CENTENNIAL. ELLE OCCUPE SON POSTE DEPUIS UN AN ET DEMI.



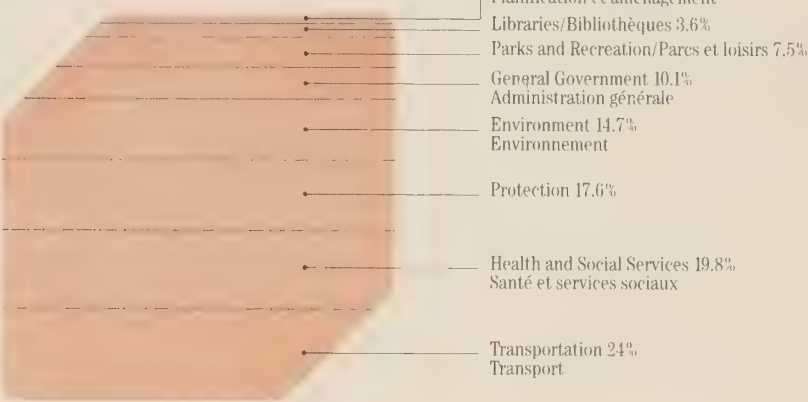
For example, the Ministry's head office recreation consultants this year responded to more than 11,000 requests for service — ranging from advice on programs for the frail elderly, to help in training volunteer members of municipal recreation committees.

Ontario's 799 municipalities have accorded recreation, for both mind and body, a high priority. In 1984, municipalities together devoted \$579 million to day-to-day activities in this field — spending which represented about 7.5 per cent of their total operating budgets. The Ministry works closely with municipal recreation departments to help them get the most from this massive expenditure.

Par exemple, les conseillers en loisirs qui travaillent à l'administration centrale du ministère ont répondu cette année à plus de 11 000 demandes de service, allant de conseils en matière de programmes pour personnes âgées de santé délicate à la formation des bénévoles oeuvrant au sein des comités municipaux de loisirs.

Les 799 municipalités de l'Ontario accordent énormément d'importance aux loisirs tant intellectuels que physiques. En 1984, l'ensemble des municipalités a consacré 579 millions de dollars aux activités quotidiennes de loisirs, ce qui représente environ 7,5 pour 100 de leur budget d'exploitation annuel. Le ministère travaille en étroite collaboration avec les services municipaux de loisirs, afin que ces derniers profitent le plus possible de cet énorme investissement.

Municipal Operating Expenditures  
1984—By Function  
Dépenses d'exploitation des Municipalités  
1984 selon les secteurs d'activités



*The following pages outline the Ministry's progress in 1985-86 in strengthening the tourism industry and expanding the recreational choices open to the people of Ontario.*

*On trouvera dans les pages qui suivent une description des progrès réalisés en 1985-1986 par le ministère au chapitre de la mise en valeur de l'industrie touristique et de l'augmentation du nombre des choix d'activités de loisirs offerts aux Ontariens.*



## TOURISM DIVISION

### TOURISM MARKETING SHIFTS GEARS

1985-86 was a developmental, transitional period for tourism marketing in Ontario. The successful "Yours to Discover" program entered its sixth year and the Ministry, in consultation with the industry, began to address the question of "where do we go from here?" The challenge was to translate the high consumer awareness generated by "Yours to Discover" into actual trips taken and dollars spent.

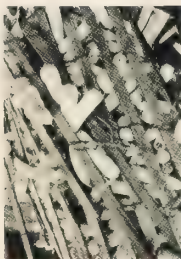
The principal media vehicles used to communicate Ontario as a fun and exciting travel destination included television commercials complemented by print and radio.

Vickers and Benson was selected as the agency to handle the Ministry's tourism account by the Advertising Review Board in December of 1985. The firm's selection brought fresh new ideas and a new direction to the Ministry's winter print campaign. This campaign ran in Ontario, selected U.S. cities and Manitoba.

The contract was the first one awarded under the provincial government's new Advertising Review Board system, designed to ensure greater openness and competitiveness in the awarding of government business.

Working with the new creative team, the Ministry began moving toward a more product-specific, harder-sell approach, as compared with the generic advertising of the past.

The winter newspaper advertisements, for example, underlined the specific amenities of an Ontario vacation. Photographs depicted ballet



## DIVISION DU TOURISME

### LA COMMERCIALISATION TOURISTIQUE PREND DE L'AMPLEUR

L'exercice 1985-1986 a été une période d'évolution et de transition pour la commercialisation touristique en Ontario. La campagne publicitaire "Un monde à découvrir" continue pour la sixième année consécutive à remporter d'énormes succès et le ministère, de concert avec l'industrie, se tourne désormais vers l'avenir. Le défi consiste maintenant à transformer cette sensibilisation du public, qui a très bien réagi à la campagne publicitaire, en véritables voyages et en revenus.

C'est surtout grâce aux messages publicitaires télédiffusés, accompagnés d'une campagne dans les journaux et à la radio, que le ministère présente l'Ontario comme la source par excellence de loisirs et d'activités passionnantes.

En décembre 1985, la Commission ontarienne d'examen des agences de publicité a choisi Vickers and Benson pour publiciser le tourisme pour le compte du ministère. Ce choix a permis d'apporter des idées neuves et de donner une nouvelle orientation à la campagne publicitaire d'hiver du ministère. Les annonces publicitaires ont été publiées dans les journaux de l'Ontario, de certaines villes des États-Unis et au Manitoba.

Il s'agissait du premier contrat accordé conformément au système de la nouvelle Commission ontarienne d'examen des agences de publicité, formée par le gouvernement provincial en vue d'assurer une ouverture et une concurrence plus grandes dans le processus d'octroi des contrats de publicité.

De concert avec cette nouvelle équipe de créateurs, le ministère s'est attaqué au marché avec des objectifs plus précis et avec plus de dynamisme qu'auparavant.

Les annonces publiées dans les journaux pour la saison hivernale, par exemple, mettaient en valeur les charmes particuliers des vacances en Ontario. Les photographies mon-

tickets, ski enthusiasts, winter carnivals and other signs of the season. The Ministry also experimented with different layouts and locations within the newspaper.

The winter campaign featured a 24-page newspaper insert conveying detailed product information including package prices to encourage immediate reader action. The insert appeared in 41 Ontario dailies as well as papers in Buffalo and Detroit.

A 30-second winter television commercial ran in Ontario markets in January.

In the last three months of the fiscal year, the Ministry began developing a new marketing strategy for 1986-87. Consultations were held with the 12 regional travel associations and with industry associations' representatives.

#### SUMMER CAMPAIGN

A six-week television campaign in Ontario and U.S. markets was prepared for the summer of 1986. The TV drive was backed by print and radio.



traient des billets pour assister au ballet, des skieurs enthousiastes, des scènes de carnaval d'hiver et évoquaient d'autres activités caractéristiques de la saison. Le ministère a également expérimenté diverses présentations graphiques et des insertions à des endroits différents dans les journaux.

La campagne publicitaire hivernale comportait une brochure de 24 pages décrivant en détail les attractions touristiques et mentionnant des prix forfaitaires susceptibles d'attirer immédiatement l'attention des lecteurs. Cet encart publicitaire a été distribué par l'intermédiaire de 41 quotidiens ontariens et des journaux de Buffalo et de Détroit.

Un message publicitaire pour l'hiver de 30 secondes a été diffusé sur les marchés ontariens en janvier.

Au cours du dernier trimestre de l'exercice, le ministère a amorcé l'élaboration d'une nouvelle stratégie de commercialisation pour l'exercice 1986-1987. Il a tenu des séances de consultation avec les 12 associations touristiques régionales et des représentants des associations de l'industrie du tourisme.

#### CAMPAGNE ESTIVALE

Une campagne publicitaire télévisée de six semaines pour les marchés ontarien et américain a été préparée pour l'été 1986. Cette campagne publicitaire était accompagnée d'annonces dans les journaux et à la radio.





A 48-page full colour magazine style insert was once again distributed to approximately 2.8 million Ontario homes and an additional 5.7 million households in 12 U.S. cities within a one-day drive of the province. This year, at the request of the two northwest travel associations, we were able to arrange distribution of the insert in five northwestern U.S. cities and Manitoba for April. The remainder appeared in mid-May. The insert graphically described each of the province's 12 travel regions and was supported by radio one week prior to distribution.

A continuing series of newspaper advertisements ran in Ontario, in selected U.S. markets and in Manitoba, emphasizing various aspects of travel in the province. Radio also complemented our print campaign in Manitoba.

In addition, advertisements were placed in the national editions of U.S. magazines to reach high income readers.

#### JOINT MARKETING VENTURES

In a highlight of the year, the Ministry maximized the returns on its marketing investment through cooperative ventures with the private sector.

The Marketing Section was involved in a number of Cooperative Advertising promotions including "Toronto. A Great Deal to Come For," "Tuesdays are Free" and "Toronto, Doubles Your Pleasure." As well, a 12-page fishing insert was produced in cooperation with the six northern travel associations, NOTO and the private sector to promote Ontario as a sport fishing destination. This insert appeared in three major outdoor U.S. magazines with a total circulation of 1.8 million.

Un encart en couleur de type magazine de 48 pages a de nouveau été joint à des quotidiens et distribué à environ 2,8 millions de familles ontariennes ainsi qu'à environ 5,7 millions de familles dans douze villes américaines situées à moins d'une journée de route de la province. À la demande des deux associations touristiques du Nord-Ouest de la province, le ministère a distribué l'encart dans cinq villes du nord-ouest des États-Unis et au Manitoba en avril. Les autres encarts ont été distribués au milieu du mois de mai. L'encart illustré décrivait les douze régions touristiques de la province et avait été précédé par une campagne publicitaire radiodiffusée une semaine avant la distribution.

Le ministère a publié une série suivie d'annonces dans les journaux de l'Ontario, de certains marchés des États-Unis et du Manitoba, chaque série relevant divers aspects du tourisme dans la province. Au Manitoba, cette campagne a été appuyée par des annonces radiophoniques.

De plus, des annonces ont été publiées dans les éditions nationales de certains magazines américains afin d'atteindre les lecteurs à revenu élevé.

#### ENTREPRISES CONJOINTES DE COMMERCIALISATION

L'un des événements les plus importants de l'année a été la maximisation par le ministère du rendement de ses investissements dans le domaine de la commercialisation par l'intermédiaire de projets de coopération avec le secteur privé.

La section de la commercialisation a participé à plusieurs campagnes de publicité conjointes dont : "Toronto. A Great Deal to Come For", "Tuesdays are Free" et "Toronto, Doubles Your Pleasure". La section a en outre produit un encart publicitaire de 12 pages en collaboration avec les six associations touristiques du Nord, NOTO et le secteur privé en vue de faire connaître l'Ontario comme paradis des amateurs de pêche sportive. Cet encart a été distribué dans trois grands magazines de plein air américains ayant un tirage total de 1,8 million.

TONY ALKEMADE, FOREMAN OF THE  
NIAGARA PARKS GREENHOUSE IN NIAGARA  
FALLS, ONTARIO, ADMIRES A LEMON AND  
SEVERAL EXOTIC PLANTS ON DISPLAY IN THE  
NIAGARA PARKS GREENHOUSE AND PLANT  
CONSERVATORY.

TONY ALKEMANDE, CONTREMAÎTRE DES  
SERRES DES PARCS NIAGARA, À NIAGARA  
FALLS (ONTARIO) ADMIRE UN CITRON ET  
PLUSIEURS AUTRES PLANTES EXOTIQUES  
EXPOSÉS AUX SERRES ET JARDIN DES  
PLANTES DES PARCS DU NIAGARA.





## PUBLICATIONS

A number of publications were produced to support the advertising, including The Traveller's Encyclopaedia, quarterly events brochures and booklets describing various Ontario tourist and vacation facilities.

### TRAVEL MEDIA/VISIT ONTARIO PROGRAM

Considerable emphasis was placed on obtaining editorial coverage of Ontario as a travel destination.

The Visit Ontario Program arranges tours of the province for travel writers which generated articles in magazines and newspapers and coverage on television and radio shows and in travel films.

An ongoing program of travel news releases produced on a variety of subjects and distributed to a comprehensive list of media contacts has resulted in increased editorial coverage of Ontario.

### SPORT SHOWS

The Ministry participated in a number of selected Sport Shows in the U.S. in partnership with the Ministry of Natural Resources.

As well, two major ski shows were attended by the Ministry in Toronto and Cleveland.



## PUBLICATIONS

La section a réalisé un certain nombre de publications destinées à appuyer les programmes publicitaires, notamment le Guide touristique de l'Ontario ainsi que des brochures trimestrielles décrivant diverses attractions touristiques et lieux de vacances de l'Ontario.

### REPORTAGES SUR LES VOYAGES ET PROGRAMME "VISITEZ L'ONTARIO"

La section a pris des initiatives importantes visant à encourager les reportages sur les centres touristiques de l'Ontario.

Dans le cadre du programme "Visitez l'Ontario", des visites de la province sont organisées pour des chroniqueurs de voyage, qui produisent des articles pour des magazines et des journaux et présentent des reportages au cours d'émissions diffusées par la radio et la télévision ainsi que des films de voyage.

Le programme de communiqués touristiques rédigés sur une variété de sujets et distribués à de très nombreux représentants des médias contribue à la publication d'articles toujours plus nombreux sur les voyages en Ontario.

### ÉVÉNEMENTS SPORTIFS

Le ministère, en collaboration avec le ministère des Richesses naturelles, a participé à un certain nombre d'événements sportifs aux États-Unis.

Le ministère était également représenté lors de deux importantes compétitions de ski, qui se sont déroulées à Toronto et à Cleveland.

## FILMS

In 1985-86, three new travel films were made available for use as marketing tools for Ministry personnel and their client groups.

## CUSTOMER SERVICE TO COMPUTERIZE

The Ministry operates a travel information network to help tourists enjoy their Ontario vacation to the fullest.

In 1985-86 information officers at Ministry headquarters answered 28 English and French phone lines accessible toll-free from across North America. The staff handled more than a quarter of a million inquiries — a level virtually unchanged from last year since the telephone system had reached capacity.

This should change in 1986-87 when a new computer system and software developed this year come on stream to expedite customer service. The sophisticated new system will encourage quicker and more consistent counselling by prompting operators to ask specific sequential questions about caller needs and interests.

It will also provide a market research database since customers can be asked their location and what advertising medium prompted their call. The names of callers requesting information will be logged to facilitate rapid response.

The Ministry's 40 travel information centres around the province handled 1,090,493 inquiries in 1985 — primarily walk-in visitors, plus some mail and telephone requests. The total represented a 4.4 per cent gain from the year before.



## FILMS

En 1985-1986, trois nouveaux films de voyage ont été mis à la disposition du personnel du ministère et de leurs groupes clients pour servir d'instruments de commercialisation.

## INFORMATISATION DU SERVICE À LA CLIENTÈLE : C'EST POUR BIENTÔT

Le ministère exploite un réseau de centres d'information touristique qui permet aux touristes de profiter pleinement de leurs vacances en Ontario.

Les agents d'information de l'administration centrale du ministère disposent de 28 lignes téléphoniques. Le service est accessible sans frais en anglais et en français depuis toute l'Amérique du Nord. Le personnel a répondu à plus d'un quart de million de demandes de renseignements, soit à peu près le même nombre que l'an dernier, le système téléphonique étant alors déjà saturé.

On devrait remédier à ce problème en 1986-1987, car un nouveau système informatique et un logiciel conçus cette année devraient être alors en exploitation et faciliter la prestation des services à la clientèle. Ce nouveau système des plus perfectionnés devrait accélérer les services de consultation et en accroître l'uniformité, car il guidera l'agent d'information en lui suggérant une suite précise de questions visant à cerner les besoins et les intérêts du touriste.

Il permettra également la création d'une base de données devant servir aux études de marché, car les agents d'information pourront demander aux clients d'où ils appellent et quel est le média publicitaire qui les a incités à téléphoner. Le nom des personnes qui appellent sera consigné afin de faciliter et d'accélérer les réponses.

Les 40 centres d'information touristique du ministère ont reçu 1 090 493 demandes de renseignements en 1985; il s'agissait principalement de visites sur place, mais il y a également eu des demandes écrites et téléphoniques. Les demandes de renseignements ont augmenté de 4,4 pour 100 par rapport à l'an dernier.



The Barrie centre continued to compile and broadcast ski conditions, provincial parks vacancies, and spring blossom and fall colour reports—plus special events news—for more than 60 radio stations. The ski industry derives a significant economic benefit from this activity. If the industry had to purchase the air time devoted to reports voiced by Barrie centre staff, the advertising bill would have totalled an estimated \$539,000 this year.

#### CONSUMER PUBLICATIONS IN DEMAND

The Ministry provides in-depth travel information through a series of consumer publications. 660,000 copies of the Traveller's Encyclopaedia, a comprehensive guidebook, were distributed through travel information centres, and regional travel information offices operated by the Ministry or the federal government, and other channels. Further releases in high demand were the Camping Guide (400,000 copies) and the Accommodations Guide (490,000 copies). The distribution figures for all three publications were unchanged from last year.

#### GROUP BUSINESS LURED

While most tourists travel independently, the group business consisting of package tours and conventions represents a significant market segment. 1985-86 was a developmental year on this side of the industry as well, with new ground broken on several fronts.

Le centre de Barrie a continué à se charger de la compilation et de la radiodiffusion des conditions de ski, du nombre de places vacantes dans les terrains de camping des parcs provinciaux ainsi que des rapports sur la floraison printanière, sur les couleurs d'automne et sur les événements spéciaux pour plus de 60 stations de radio. L'industrie du ski tire un avantage économique considérable de cette activité. En effet, si elle avait acheté le temps d'antenne consacré aux communiqués du personnel du centre de Barrie, il lui en aurait coûté approximativement 539 000 \$ cette année.

#### LES PUBLICATIONS À L'INTENTION DES CONSOMMATEURS SONT TRÈS DEMANDÉES

Le ministère fournit des renseignements touristiques exhaustifs par l'intermédiaire d'une série de publications à l'intention des consommateurs. Le Guide touristique de l'Ontario, un guide de voyage des plus complets, a été distribué à 660 000 exemplaires par le biais des centres d'information touristique, des bureaux régionaux d'information touristique du ministère ou du gouvernement fédéral et d'autres organismes. Les autres publications très en demande ont été le Guide du camping (400 000 exemplaires) et le Guide de l'hébergement (490 000 exemplaires). Le tirage de ces trois publications a été le même que l'an dernier.

#### LES GROUPES : UNE PART CONVOITÉE DU MARCHÉ

Bien que la plupart des touristes voyagent individuellement, les voyages en groupe (les voyages à forfait et les congrès) représentent une part considérable du marché. L'exercice 1985-1986 a été marqué par l'expansion dans ce domaine de l'industrie, des percées intéressantes étant réalisées sur plusieurs fronts.

## JAPANESE MISSION

Ontario tourism made its first major foray into the Japanese market with a trade mission led by the minister in September. Japan now ranks fourth world-wide in terms of international tourist expenditure. By 1995 the Far East nation is forecast to reach the number two spot, surpassing the United States and the United Kingdom and trailing only West Germany.

The Ontario mission to establish a foothold in this key future market included 40 representatives of inbound tour operators, accommodations, attractions, the motor coach industry and the cities of Niagara Falls, Ottawa and Toronto.

Highlight of the trip was the opportunity for face-to-face interviews with a cross-section of Japanese tour operators and wholesalers. The program also featured a lecture series on doing business with the Japanese.

The mission was not designed to generate immediate sales, although some bookings were made. Rather, the aim was to sensitize the Ontario industry to the preferences and expectations of Japanese travellers.

The industry representatives reported that they had made valuable contacts which they will follow up to expand Ontario's travel business with Japan.

## EUROPEAN BREAKTHROUGHS

A further example of how Ontario must innovate to win new international customers occurred in the French market this year. Employers in France with 50 or more staff are required to establish employee associations which, among other roles, promote social and cultural life including vacations.

## MISSION AU JAPON

Grâce à la mission commerciale que le ministère a dirigée en septembre, le tourisme ontarien a fait sa première percée importante sur le marché japonais. Le Japon se classe maintenant au quatrième rang pour ce qui est des dépenses touristiques à l'échelle internationale. D'ici 1995, on s'attend à ce que ce pays d'Extrême-Orient surpasse les États-Unis et le Royaume-Uni et se situe en deuxième position, derrière l'Allemagne de l'Ouest.

La mission ontarienne visant à pénétrer ce marché d'avenir comprenait 40 représentants de divers secteurs de l'industrie touristique, dont ceux des voyages organisés à l'intérieur du pays, de l'hébergement, des attractions et du transport par autocar ainsi que des représentants des villes de Niagara Falls, Ottawa et Toronto.

L'occasion de discuter personnellement avec des voyageurs et des organisateurs de voyages du Japon a été l'un des moments les plus importants du voyage. Il y a également eu une série de conférences sur l'art de traiter avec les Japonais.

Même si certaines réservations ont été faites sur place, la mission n'avait pas pour but de produire des résultats immédiats. Son objectif était plutôt de sensibiliser l'industrie ontarienne aux préférences et aux attentes des voyageurs japonais.

Les représentants de l'industrie ont déclaré qu'ils avaient rencontré des personnes intéressantes et qu'ils assureraient le suivi de leurs contacts afin d'accroître leurs activités commerciales avec le Japon.

## PERCÉES EUROPÉENNES

Un autre exemple de la façon dont l'Ontario doit procéder pour attirer de nouveaux voyageurs étrangers nous a été donné en France cette année. Les entreprises françaises qui emploient 50 personnes ou plus doivent former des associations d'employés chargées notamment de promouvoir la vie sociale et culturelle de leur personnel, dont les vacances.



In 1985-86 Ontario forged links with the 80,000 member radio and television employee associations, which had expressed a strong interest in Ontario's francophone communities. With the Ministry's help, tours to the province were introduced combining commercial accommodation with home stays arranged through local Francophone Cultural Centres.

In the West German market, the Ministry this fall joined in large-scale cooperative advertising with Air Canada. The print campaign capitalized on Air Canada's strong presence to promote Ontario as a vacation destination.

In the United Kingdom, the Ministry developed a major co-op promotion with Poundstretcher, a subsidiary of British Airways. Under the program, a fly-drive package featuring the properties of more than 60 members of the Accommodation Motel Ontario Association will be marketed for the first time.

#### NORTH AMERICAN MARKETPLACES

Innovations were also introduced in dealing with the travel trade closer to home. The Ministry organized and financially supported the first large-scale marketplaces held by Ontario's resorts and attractions industries.

In October, some 40 Resorts Ontario members met with more than 100 travel agents and tour operators from southern Ontario and the Buffalo, New York area. The marketplace was held at the Shaw Festival in Niagara-on-the-Lake.



En 1985-1986, l'Ontario a établi des liens avec les associations des employés de la radio et de la télévision française, qui comptent 80 000 membres. Ces derniers avaient en effet manifesté un vif intérêt envers la communauté franco-ontarienne. Avec l'aide du ministère, on a offert à ces associations des voyages organisés dans la province. Les voyageurs étaient hébergés dans des établissements commerciaux et dans des familles francophones grâce à la collaboration des centres culturels francophones locaux.

L'automne dernier, le ministère s'est joint à Air Canada dans le cadre d'une campagne de publicité de grande envergure en vue d'attirer les voyageurs d'Allemagne de l'Ouest. Les annonces publiées dans les journaux profitaient de l'importance de la place occupée par Air Canada sur ce marché pour promouvoir l'Ontario comme destination de vacances.

Au Royaume-Uni, le ministère a mis au point une importante campagne de promotion en collaboration avec Poundstretcher, une filiale de British Airways. Aux termes du programme, un forfait comprenant l'envolée, la location d'une automobile et l'hébergement dans des établissements appartenant à plus de 60 membres de l'Accommodation Motel Ontario Association sera offert pour la première fois aux voyageurs.

#### MARCHÉS NORD-AMÉRICAINS

Le ministère a également innové dans sa façon d'intervenir sur le marché nord-américain des voyages. Il a en effet organisé et financé les premières grandes foires commerciales tenues par les représentants des centres de villégiature et des attractions de l'Ontario.

En octobre, quelque 40 membres de Resorts Ontario ont rencontré plus de 100 agents de voyages et organisateurs de voyages du Sud de l'Ontario et de la région de Buffalo, dans l'État de New York. La foire avait été organisée dans le cadre du Festival Shaw, à Niagara-on-the-Lake.

In February, 275 tour operators from Ontario and across the United States gathered at the Royal York in Toronto for a marketplace featuring 71 exhibitors drawn largely from Attractions Ontario.

These events brought buyers and sellers together to make contacts and do business. Both marketplaces were judged solid successes by the industries.

This year the Ministry continued its consulting and financial assistance programs to help convention bureaux and chambers of commerce attract group tours and meetings. Grants were provided for site selection and familiarization visits, sales blitzes (seminars, receptions, sales calls), audio-visual productions and other marketing activities.

#### MARKET RESEARCH STRATEGY

To guide its tourism programs the Ministry needs sound market intelligence. In January 1986, an internal market research committee was established including members from the marketing and development branches, the operations division and the advertising agency. The group was assigned the task of producing a market research strategy by the fall of 1986.

This planning process will give all those responsible for the Ministry's tourism programs input into research priorities, and will familiarize them with the data produced by Ministry research staff.



En février, 275 organisateurs de voyages de l'Ontario et de l'ensemble des États-Unis se sont rencontrés à l'hôtel Royal York, à Toronto, lors d'une foire commerciale réunissant 71 exposants, presque tous membres d'Attractions Ontario.

Ces événements ont permis de réunir acheteurs et vendeurs afin qu'ils puissent établir des liens et conclure des ententes commerciales. D'après les représentants de l'industrie, les deux foires commerciales ont été très réussies et elles auront lieu de nouveau en 1986-1987.

Le ministère a encore cette année offert ses programmes d'aide financière et de consultation aux offices des congrès et aux chambres de commerce afin de les aider à attirer un plus grand nombre de groupes et de congrès. Il a versé des subventions pour l'organisation de visites préliminaires permettant aux gens de se familiariser avec les lieux et de fixer leur choix. Il a en outre financé des arrosages publicitaires (séminaires, réceptions ou rencontres commerciales), du matériel audio-visuel et d'autres activités de commercialisation.

#### STRATÉGIE EN MATIÈRE D'ÉTUDE DE MARCHÉ

Afin d'orienter ses programmes touristiques, le ministère a besoin de renseignements solides sur les tendances du marché. En janvier 1986, il a formé un comité interne d'étude de marché, composé de membres de la Direction du développement du tourisme, de la Direction de la commercialisation touristique, de la Division des opérations touristiques et de l'agence de publicité. Le comité est chargé d'élaborer une stratégie en matière d'étude de marché pour l'automne 1986.

Ce processus de planification permettra aux responsables des programmes touristiques du ministère de mieux connaître les sujets de recherche prioritaires et de prendre connaissance des données compilées par les agents de recherche du ministère.



MANUEL CARDOSO (LEFT) A FIBREGLASS  
REPAIRMAN AT ONTARIO PLACE FOR THE  
PAST 12 YEARS HELPS JOSE DARIAS  
(RIGHT) PAINTER, MIX THE PAINT TO BE  
USED FOR A REPAIR JOB.

MANUEL CARDOSO (À GAUCHE),  
RÉPARATEUR DE FIBRE DE VERRE À LA PLACE  
DE L'ONTARIO DEPUIS 12 ANS, AIDE JOSE  
DARIAS, PEINTRE, (À DROITE) À MÉLANGER  
LA PEINTURE DESTINÉE À DES TRAVAUX DE  
RÉPARATION.



To generate a profile of visitors to the province, the Ministry conducted an exit survey in 1985, with the results to be available in 1986. Some 14,000 people leaving the province by auto, air or train were interviewed to determine their backgrounds, travel activities and expenditures.

To update our picture of the domestic market, the Ministry repeated the 1982 Ontario Travel Survey on a smaller scale. In 1985, 1,400 Ontario households completed a travel diary on trips taken within the province.

The Ministry continued to track awareness of the province's tourism advertising through telephone surveys in Ontario and U.S. markets. Two industry barometers were published monthly: the Occupancy and Attractions Monitor.

#### INCENTIVES SPUR TOURISM DEVELOPMENT

To expand its share of the competitive world tourism market, Ontario must lure international travellers with facilities and amenities that are second to none. But to build a world-class tourism plant, more financial investment is required.

Stimulating that investment is the goal of the \$44 million Canada-Ontario Tourism Development Program, which was announced in November 1984. The two levels of government jointly fund the program on a 50-50 basis under the federal-provincial Economic and Regional Development Agreement.



Désireux d'établir le profil des visiteurs étrangers dans la province, le ministère a effectué en 1985 un sondage sur les visiteurs étrangers, dont les résultats seront publiés en 1986. Le sondage a porté sur environ 14 000 personnes ayant quitté la province par automobile, par avion ou par train et visait à recueillir des renseignements sur leurs origines, leurs activités pendant le voyage et leurs dépenses.

Le ministère a effectué un sondage sur les voyages des Ontariens à l'intérieur de leur province afin de mettre à jour les données sur le marché intérieur recueillies dans le cadre d'un sondage semblable, mais de plus grande envergure, effectué en 1982. En tout, 1 400 ménages ontariens ont tenu un journal de voyage lors de leurs déplacements dans la province.

Le ministère a continué à vérifier l'efficacité de la publicité sur le tourisme dans la province par le biais de sondages téléphoniques qui visaient les marchés ontarien et américain. Le ministère a en outre publié chaque mois les deux baromètres du tourisme, soit le taux d'occupation et le nombre de visiteurs accueillis par les attractions.

#### PROGRAMMES D'ENCOURAGEMENT À L'EXPANSION DU TOURISME

Pour accroître sa part du marché touristique international, où la concurrence est vive, l'Ontario doit se doter d'installations et d'attractions touristiques sans pareilles pour attirer les voyageurs étrangers. Toutefois, pour construire des installations touristiques de première classe, il faut des ressources financières supplémentaires.

Le Programme Canada-Ontario pour le développement du tourisme, dont la création a été annoncée en novembre 1984, a pour objectif de stimuler ce type d'investissements. Les deux paliers de gouvernement consacrent chacun 22 millions de dollars au programme, qui s'inscrit dans le cadre de l'entente Canada-Ontario sur le développement économique et régional.



The program focuses on the development of major year-round destination resorts, attractions and other travel generators with potential national and international drawing power. It applies to the entire province except greater Metro Toronto.

The program components fit together in a comprehensive package of assistance to spur major private sector investment projects. Funding may be provided to support:

- major capital development;
- planning studies to identify opportunities within an area or sector;
- feasibility studies of proposed developments
- marketing and promotion of travel generators or destination resorts supported under the capital program; and
- assistance to tour operators and travel wholesalers to develop more international business.

In 1985-86 seven capital projects, four feasibility studies and one planning study were approved under the program. At year end funding commitments totalled \$23.4 million.

The capital projects included a \$26.9 million expansion of Collingwood's Cranberry Village to include a new marina, championship golf course and other recreation facilities as well as condominiums and rental units. The project, which received a \$4 million repayable loan under the federal-provincial program, will broaden recreational opportunities for all tourists visiting the area.



Le programme porte surtout sur l'aménagement des grands centres de villégiature ouverts toute l'année, les attractions et autres attraits touristiques susceptibles de séduire les voyageurs canadiens et étrangers. Il s'applique à toute la province, exception faite de l'agglomération torontoise.

Les divers éléments du programme s'imbriquent pour former un ensemble complet de mesures visant à stimuler les grands projets d'investissement du secteur privé. Une aide financière peut être accordée pour:

- la mise sur pied d'immobilisations importantes;
- les études de planification pour repérer les possibilités d'une région ou d'un secteur;
- les études de faisabilité relatives aux projets touristiques;
- la commercialisation et la promotion d'attractions touristiques ou de centres de villégiature bénéficiant d'une aide financière;
- l'aide aux organisateurs de voyages et aux voyageurs désireux de se tailler une place sur le marché international.

En 1985-1986, sept projets d'immobilisation, quatre études de faisabilité et une étude de planification ont été approuvés dans le cadre du programme. À la fin de l'exercice, un total de 23,4 millions de dollars avait été engagé.

Au nombre des projets d'investissement, mentionnons l'expansion du Cranberry Village de Collingwood en vue d'y aménager un nouveau port de plaisance, un terrain de golf où se dérouleront des championnats, diverses installations récréatives ainsi que des logements en copropriété et des appartements en location. Le projet qui coûtera 26,9 millions de dollars et a bénéficié d'un prêt remboursable de 4 millions de dollars dans le cadre du programme fédéral-provincial, permettra d'offrir un plus large éventail d'activités récréatives aux touristes de la région.

The Deerhurst Inn and Country Club in Huntsville was awarded a \$10 million repayable loan to assist with a \$54.5 million expansion and renovation program. The six-year project is designed to transform the well-known resort into a world-class destination complex.

FINANCIAL PROGRAMS LEVER INVESTMENT

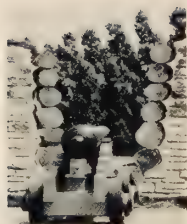
The Ministry, in 1985-86, continued its ongoing incentive programs to encourage the renewal, redevelopment, and expansion of Ontario's attraction and accommodation base.

Tourism Financing Programs

	1984-5	1985-6
TRIP		
Number of Loans	75	70
Total Value	\$25,269,104	\$27,531,800
Term Loans		
Number	72	78
Total Value	\$5,343,755	\$5,024,315
Grading Loans		
Number	25	23
Total Value	\$961,793	\$864,800

TRIP

The Tourism Redevelopment Incentive Program or TRIP offers loan guarantees of up to \$1 million and subsidizes interest rates. It applies to both new tourism accommodation facilities and attractions, and improvements to the existing plant. In 1985-86, 70 loans valued at a total of \$27.5 million were approved, leveraging \$35.2 million in further investment.



Le Deerhurst Inn and Country Club de Huntsville a reçu un prêt remboursable de 10 millions dans le cadre d'un projet d'expansion et de rénovation de 54,5 millions de dollars. Échelonné sur six ans, le projet doit faire de ce centre de villégiature réputé un complexe touristique de première classe.

PROGRAMMES DE STIMULATION DES INVESTISSEMENTS

En 1985-1986, le ministère a maintenu ses programmes d'encouragement à l'amélioration, au réaménagement et à l'expansion des attractions touristiques et des établissements d'hébergement de l'Ontario.

Programmes de financement du tourisme

	1984-5	1985-6
TRIP		
Nombre de prêts	75	70
Valeur totale	25 269 104\$	27 531 800\$
Prêts à terme		
Nombre	72	78
Valeur totale	5 343 755\$	5 024 315\$
Prêts à l'amélioration		
Nombre	25	23
Valeur totale	961 793\$	864 800\$

PROGRAMME D'ENCOURAGEMENT AU DÉVELOPPEMENT TOURISTIQUE (TRIP)

Le programme d'encouragement au développement touristique (TRIP) offre des garanties de crédit jusqu'à concurrence d'un million de dollars et accorde des subventions permettant de réduire les taux d'intérêt. Il s'applique à la mise sur pied de nouveaux établissements d'hébergement et de nouvelles attractions touristiques ainsi qu'à l'amélioration des installations existantes. En 1985-1986, 70 prêts totalisant 27,5 millions de dollars ont été approuvés et ont suscité 35,2 millions en investissements supplémentaires.



TRIP assistance enabled innovative tourism developments to proceed across the province. For example, Strathmere House—famous for its murder mystery weekends—received support to expand its operations near Ottawa. A new lodge, together with modern recreation facilities and children's services, will appeal to the baby boom generation.

In Orillia, the Sundial Inn embarked on a major expansion program to shift its market profile from a transient motel to a semi-urban resort. The TRIP project will help erect a six-storey building with 24 suites, add a solar-heated indoor pool and other recreation amenities, and enlarge meeting and banquet facilities.

In Niagara Falls, Whitewater Water Slide constructed a 10,000 sq. ft. wave pool and more parking, with TRIP support. The new attraction is expected to boost attendance 50 per cent—generating spin-off benefits for area motels and motor hotels.

In Hamilton, the Royal Connaught Hotel undertook major renovations to guest rooms and public areas and added indoor recreation facilities including a pool, with TRIP assistance. The rejuvenated facility, which is aimed at weekend and bus tour traffic, represents the latest stage in the total renewal of the downtown Hamilton tourism plant.



L'aide accordée dans le cadre du programme TRIP permet de mener à bien des projets touristiques innovateurs aux quatre coins de la province. Par exemple, Strathmere House, réputée pour les fins de semaine qu'elle organise à l'intention des détectives amateurs, a reçu de l'aide pour assurer sa croissance dans la région de la capitale nationale. Une nouvelle maison ainsi que des installations récréatives modernes et des services pour enfants plairont particulièrement à la génération de l'explosion démographique.

À Orillia, le Sundial Inn a entrepris un vaste projet d'expansion en vue de modifier le profil de sa clientèle, qui était principalement constituée de touristes, et de devenir un centre de villégiature semi-urbain. Le programme TRIP contribuera à la construction d'un complexe de six étages comprenant 24 suites, d'une piscine intérieure chauffée à l'énergie solaire et d'autres installations récréatives ainsi qu'à l'agrandissement des salles réservées aux réunions et aux banquets.

À Niagara Falls, l'entreprise exploitant les glissades d'eau Whitewater a construit une piscine à vagues de 10 000 pieds carrés et agrandi son terrain de stationnement grâce à l'appui de TRIP. On prévoit que la nouvelle piscine suscitera une hausse de 50 pour 100 de la clientèle, ce qui entraînera des avantages économiques pour les hôtels et les motels de la région.

À Hamilton, le Royal Connaught Hotel a entrepris de grands travaux de rénovation dans les chambres et les salles communes et a construit des installations récréatives intérieures, dont une piscine, avec l'aide de TRIP. La cure de rajeunissement de ce centre d'hébergement, qui s'adresse aux voyageurs de fin de semaine et aux groupes des voyages organisés en autobus, constitue l'étape la plus récente du vaste projet de rénovation des installations touristiques du centre-ville de Hamilton.

## TERM LOANS

The Ontario Development Corporation in 1985-86 approved 78 low-interest tourism term loans with a total value of \$5 million. Projects supported ranged from installing fitness equipment to adding conference rooms, enclosing swimming pools and winterizing cottages. Sixty-four per cent of the loans and 67 per cent of the dollars lent this year went to northern Ontario.

## MORE PROPERTIES GRADED

Tourism Ontario, the industry umbrella association, grades accommodation establishments in nine categories on a one to five star basis. Participation in the grading program this year grew to 950 establishments, up from 903 last year. The rating system provides a strong incentive for operators to upgrade their premises.

The Ministry identifies graded properties in its consumer Accommodations Guide. It also provides financial assistance to help smaller operators maintain or improve their ratings. In 1985-86, 23 tourist establishments received grading loans to upgrade their facilities.

## MUNICIPAL PLANNING GETS RESULTS

Under the Municipal Tourism Development Planning Program, the Ministry helps fund regional studies to guide and encourage tourism development in Ontario communities over the medium term. In 1985-86 planning studies were completed in Barrie, Hamilton-Wentworth, Peterborough, Ottawa-Carleton and Michipicoten.



## PRÊTS À TERME

En 1985-1986, la Société de développement de l'Ontario a accordé à l'industrie touristique 78 prêts à taux d'intérêt réduits d'une valeur totale de 5 millions de dollars. Ces prêts servent au financement de projets très divers, allant de l'installation d'équipement de conditionnement physique à la construction de salles de conférence en passant par la transformation de piscines extérieures en piscines intérieures et l'adaptation des chalets aux températures de l'hiver. Au cours de l'exercice écoulé, 64 pour 100 des prêts et 67 pour 100 des sommes prêtées sont allés au Nord de l'Ontario.

## PARTICIPATION ACCRUE AU PROGRAMME DE CLASSIFICATION

Tourisme Ontario, qui chapeaute l'industrie du tourisme de la province, classe les établissements d'hébergement touristiques en neuf catégories et leur attribue une cote allant de une à cinq étoiles. En 1985-1986, 950 établissements ont participé au programme de classification par rapport à 903 l'an dernier. Ce système de classification encourage fortement les exploitants à améliorer leurs services.

Le ministère indique les établissements classifiés dans son Guide de l'hébergement. Il fournit également une aide financière aux petits exploitants désireux de maintenir ou d'améliorer leur cote. En 1985-1986, 23 établissements touristiques ont reçu des prêts pour l'amélioration de l'hébergement.

## LA PLANIFICATION MUNICIPALE DONNE DES RÉSULTATS

Dans le cadre du Programme de planification du développement municipal du tourisme, le ministère participe au financement d'études régionales en vue d'orienter et de stimuler à moyen terme le développement touristique au sein des collectivités ontariennes. En 1985-1986, des études de planification ont été achevées à Barrie, Hamilton-Wentworth, Peterborough, Ottawa-Carleton et Michipicoten.



TOURISM INFORMATION OFFICER TOM BOYD FIRST WORKED AT THE MINISTRY AS A SUMMER STUDENT. HE HAS BEEN ON PERMANENT STAFF AT HEAD OFFICE FOR TWO YEARS. FLUENTLY BILINGUAL, BOYD OBTAINED HIS B.A. AT TRENT UNIVERSITY IN SPANISH AND POLITICS.

TOM BOYD, AGENT AUX RENSEIGNEMENTS TOURISTIQUES, A D'ABORD TRAVAILLÉ AU MINISTÈRE EN TANT QU'ÉTUDIANT D'ÉTÉ. IL FAIT PARTIE DU PERSONNEL PERMANENT DU BUREAU CENTRAL DEPUIS 2 ANS. IL EST PARFAITEMENT BILINGUE ET A OBTENU UN BACCÉLAURÉAT EN ESPAGNOL ET SCIENCES POLITIQUES À L'UNIVERSITÉ TRENT.



The five projects this year, the same number as the year before, brought the total since 1983 to 18—covering more than 100 townships, cities and regional municipalities.

A recent survey of Ministry staff, professional consultants and municipal representatives highlighted the positive impact of this assistance. Many communities reported improved marketing strategies, stronger organizational structures and higher financial support for tourism as a result of the program. Awareness of tourism as a key economic activity has risen sharply. For instance, planning studies led to a realignment of tourism organizations in Sault Ste. Marie and in the north Grey-Bruce-Owen Sound area. Following a study, Essex County increased its investment in tourism promotion by 50 per cent.

#### FEASIBILITY STUDIES AND CONSULTING SERVICES

Not all good ideas are commercially viable. To determine if a concept will fly, a feasibility study is often necessary.

The Ministry provides financial assistance for studies of proposed projects, particularly those involving accommodation or attractions with regional or provincial impact. This year the Ministry supported studies concerning major developments in Niagara Falls, Thunder Bay, Collingwood and other locations.

The Ministry offers consulting services on tourism development to operators, developers and investors, as well as municipalities. Interest is on the upswing. In 1985-86 develop-

Les cinq projets de cette année, exactement le même nombre que l'an passé, portent à 18 le nombre total d'études entreprises depuis 1983. En tout, le programme a touché plus de 100 communautés urbaines, villes et municipalités.

Une étude récente menée auprès des employés du ministère, d'experts-conseils et de représentants des municipalités a fait ressortir les résultats positifs de ce programme d'aide. De nombreuses collectivités ont déclaré avoir amélioré leurs stratégies commerciales, consolidé leur structure organisationnelle et augmenté leur contribution financière au tourisme par suite du programme. On prend de plus en plus conscience du fait que le tourisme est un secteur clé de l'économie. Par exemple, Sault Ste. Marie et les municipalités de la région nordique de Grey, Bruce et Owen Sound ont procédé à une restructuration de leurs organismes touristiques à la suite d'études de planification. Le comté d'Essex a pour sa part majoré de 50 pour 100 les sommes consacrées à la promotion du tourisme par suite d'une étude analogue.

#### ÉTUDES DE FAISABILITÉ ET SERVICES DE CONSULTATION

Il ne suffit pas qu'une idée soit bonne pour qu'elle soit commercialement viable. Pour déterminer si une idée a des chances de se concrétiser, il faut souvent effectuer une étude de faisabilité.

Le ministère contribue financièrement aux études de projets, notamment lorsqu'ils portent sur des établissements d'hébergement ou des attractions touristiques susceptibles d'avoir une influence à l'échelle régionale ou provinciale. Cette année, le ministère a appuyé des études portant sur de grands projets d'aménagement à Niagara Falls, Thunder Bay, Collingwood et dans d'autres localités.

Le ministère offre également des services de consultation aux entrepreneurs, aux promoteurs, aux investisseurs et aux municipalités. Ce service suscite un intérêt de plus



ment consultants based at head office responded to 3,511 client requests for information, how-to manuals and technical and financial advice—a 10 percent increase from the year before.

The Ministry evaluates business plans submitted by prospective immigrant entrepreneurs for the federal immigration authorities. This year staff analyzed 61 proposed tourism ventures.

## RECREATION DIVISION

The Recreation Division consists of two Branches, the Recreation Branch and the Sports and Fitness Branch, coordinated through the office of the Assistant Deputy Minister, Recreation Division.

### BEST EVER SPIRIT IGNITES SPORTS AND FITNESS ENTHUSIASM

1985-86 was a banner year for amateur sports and fitness in Ontario—whether the banner refers to the championship flag awarded Ontario athletes at the Canada Summer Games or the Best Ever Ontario banner raised at the site of a community fitness clinic.

This was the first full year of operation for Best Ever Ontario, a special program with a \$4.4 million budget and a dual mission. One goal is to enhance the performance of Ontario's elite athletes aiming to represent Canada at the 1988 Olympic Games in Calgary, Alberta and Seoul, Korea. The other is to encourage life-long participation by Ontarians in sports and fitness activities at all levels.



en plus vif. En 1985-1986, les conseillers en développement travaillant à l'administration centrale du ministère ont répondu à 3 511 demandes provenant de clients désireux d'obtenir des renseignements, des manuels pratiques et des conseils techniques ou financiers, soit une hausse de 10 pour 100 par rapport à l'exercice précédent.

Le ministère évalue les projets commerciaux soumis par des entrepreneurs désirant immigrer au Canada pour le compte des responsables de l'immigration au niveau fédéral. Au cours de l'exercice, le personnel du ministère a examiné 61 projets d'ordre touristique.

## DIVISION DES LOISIRS

La Division des loisirs se compose de deux directions, la Direction des loisirs et la Direction des sports et de la condition physique, qui sont coordonnées par le bureau du sous-ministre adjoint, Division des loisirs.

### LE PROGRAMME MIEUX QUE JAMAIS DÉCLENCHE L'ENTHOUSIASME

Le monde ontarien du sport amateur et de la condition physique a connu une année exceptionnelle en 1985-1986, que l'on songe au drapeau des champions remporté par nos athlètes aux Jeux d'été du Canada ou aux pavillons à l'emblème Mieux que jamais qui flottent au-dessus du centre de conditionnement physique de certaines collectivités.

Le programme Mieux que jamais Ontario a terminé sa première année complète de fonctionnement. Il s'agit d'un programme spécial dont le budget s'élève à 4,4 millions de dollars et qui remplit une double mission. Le premier objectif du programme est d'améliorer la performance des meilleurs athlètes ontariens, qui aspirent à représenter le Canada aux Jeux olympiques de 1988 à Calgary, en Alberta et à Seoul, en Corée. Le second objectif consiste à encourager les Ontariens à participer toute leur vie à diverses activités sportives et de conditionnement physique.

## CANADA GAMES RECORD SET

The first major project under Best Ever Ontario was preparation of the province's contingent to the Canada Summer Games in Saint John's, New Brunswick in August 1985. The Ministry and provincial associations co-operated to arrange special training events for most of the 18 sports, plus a full pre-games training camp in Toronto.

The effort paid off as Ontario won its third consecutive summer games victory, recording the highest total score and widest winning margin in the history of the competition.

Ontario garnered 225 points in 1985, compared with the previous record of 209 points set at the last summer games in 1981.

Canada Summer Games—Ontario Results

	1981	1985
Total Points	209	225
Gold Medals	52	57
Silver Medals	28	37
Bronze Medals	32	24

The Canada Games are designed for promising athletes who have reached performance levels just below national and international rank. Those who perform well may advance to become national-team carded and eligible to compete in international events.

Outstanding individual achievements in St. John's include the triple gold medal performance of David Williams of Toronto, who set a games record in the 400 metre run and anchored both relay teams which won golds. Woodstock provided two gold medallists, Catherine Bond in the seven-event heptathlon and Jill Purola in the 1500 and 3000 metre



## JEUX DU CANADA : UN NOUVEAU RECORD

La préparation de l'équipe ontarienne en vue des Jeux d'été du Canada qui ont eu lieu à Saint-Jean au Nouveau-Brunswick en août 1985 constituait le premier grand projet entrepris dans le cadre de Mieux que jamais Ontario. Le ministère et les associations provinciales ont travaillé de concert à l'organisation d'activités spéciales d'entraînement pour la plupart des 18 sports au programme des jeux, sans compter le camp d'entraînement préparatoire complet qui s'est tenu à Toronto.

Nos efforts ont porté fruit. L'Ontario a en effet remporté les Jeux d'été pour la troisième fois de suite, avec le total de points le plus élevé et l'écart le plus grand de l'histoire des Jeux. Grâce aux 225 points que ses athlètes ont recueillis, l'Ontario a battu le record de 209 points qu'elle avait établi en 1981, lors des Jeux d'été précédents.

Résultats obtenus par l'Ontario aux Jeux d'été du Canada

	1981	1985
Total des points	209	225
Médailles d'or	52	57
Médailles d'argent	28	37
Médailles de bronze	32	24

Les Jeux du Canada sont conçus pour les athlètes prometteurs dont les performances sont à peine inférieures à celles des athlètes de calibre national ou international. Ceux qui se classent bien ont la possibilité d'être sélectionnés pour l'équipe du Canada et de participer à des compétitions internationales.

Au nombre des athlètes qui se sont distingués à Saint-Jean, mentionnons David Williams, de Toronto, qui a remporté trois médailles d'or, battant le record des Jeux au 400 mètres et assurant le dernier parcours pour les deux équipes de courses de relais qui ont gagné une médaille d'or. Deux médailles d'or ont été attribuées à deux participants de Woodstock, Catherine Bond à l'heptathlon et Jill Purola aux 1 500 et 3 000



runs. Ontario's only four gold medal winner was the team's youngest member, 12-year old swimmer Alison Higson from Brampton.

Looking further ahead, Best Ever this year provided intensive support to the sports of the upcoming Olympic, Commonwealth and Pan-American Games. The Ministry aided training, competition and high-level coaching programs for athletes working toward positions on Canadian teams at these international events.

The Ministry folded its Elite Athlete Assistance Program into Best Ever, resulting in higher training and competition allowances to an increased number of carded athletes. 494 athletes received support this year, compared with 350 last year and total funds awarded rose 29 per cent.

#### ONTARIO GAMES BECOME ANNUAL EVENT

To achieve Best Ever objectives, the Ministry is supporting expansion of the Ontario Games program, with games now to occur every year rather than every two years. The schedule calls for Peterborough to host summer games in 1986, London winter games in 1987, and Hamilton summer games in 1988. These events represent the provincial championships for all participating sports and are designed as the first step on the competitive ladder for younger athletes.

The 1985 Ontario Winter Games in St. Catharines were an economic as well as athletic success. Attracting nearly 10,000 participants and spectators, the event pumped \$2.5 million into the local economy—graphically demonstrating the economic link between recreation and tourism.

mètres. Le seul membre de l'équipe ontarienne à avoir remporté quatre médailles d'or est la nageuse Alison Higson, de Brampton; âgée de 12 ans, elle était la plus jeune représentante de la province.

Le programme Mieux que jamais s'est intéressé à un avenir plus lointain intensifiant son appui aux sports représentés lors des prochains Jeux olympiques, Jeux du Commonwealth et Jeux panaméricains. Le ministère a financé des camps d'entraînement, des compétitions et des programmes d'entraînement très avancés pour le bénéfice des athlètes qui tentent de se faire une place au sein des équipes qui représenteront le Canada à ces jeux internationaux.

Le ministère a intégré le programme d'aide aux athlètes d'élite au programme Mieux que jamais, ce qui a permis d'augmenter les allocations versées pour l'entraînement et les compétitions et le nombre d'athlètes auxquels elles étaient accordées. Cette année, 494 athlètes ont bénéficié de l'aide du ministère, comparativement à 350 l'an dernier. Le financement total accordé a augmenté de 29 pour 100.

#### LES JEUX DE L'ONTARIO DEVIENNENT UN ÉVÉNEMENT ANNUEL

Pour atteindre les objectifs du programme Mieux que jamais, le ministère appuie l'expansion des Jeux de l'Ontario, qui se tiendront maintenant chaque année plutôt que tous les deux ans. Peterborough sera l'hôte des jeux d'été en 1986, London accueillera les jeux d'hiver en 1987 et Hamilton organisera les jeux d'été en 1988. Ces jeux tiennent lieu de championnat provincial dans tous les sports représentés et constituent un premier échelon à gravir pour les jeunes sportifs.

Les jeux d'hiver de l'Ontario, qui ont eu lieu à St. Catharines, ont été un franc succès, tant du point de vue économique que sportif. Les jeux ont attiré près de 10 000 participants et spectateurs et injecté 2,5 millions de dollars dans l'économie locale, ce qui illustre bien le lien économique qui unit les loisirs et le tourisme.

PAULINE CHUNG JOINED THE ONTARIO LOTTERY CORPORATION IN APRIL 1985.

AS A HOTLINE OPERATOR AT THE CORPORATION'S DATA CENTRE, PAULINE RECEIVES CALLS FROM LOTTERY TICKET AGENTS WHENEVER THEY HAVE TERMINAL PROBLEMS. PAULINE HELPS SOLVE THESE PROBLEMS OR DISPATCHES SERVICE TECHNICIANS WHEN NECESSARY. PART OF HER JOB INCLUDES FOLLOW-UP TO ENSURE ALL SOLUTIONS BROUGHT RESULTS.

PAULINE CHUNG EST EMPLOYÉE À LA SOCIÉTÉ DES LOTÉRIES DE L'ONTARIO DEPUIS AVRIL 1985.

ELLE RÉPOND À LA LIGNE SPÉCIALE DU CENTRE DES DONNÉES DE LA SOCIÉTÉ ET REÇOIT LES APPELS DES DÉPOSITAIRES DE BILLETS LORSQU'ILS ONT DES DIFFICULTÉS DE TERMINAUX; ELLE LES AIDE ALORS À LES RÉSOUDRE OU LEUR ENVOIE DES TECHNICIENS, AU BESOIN. UNE PARTIE DE SON TRAVAIL CONSISTE À S'ASSURER QUE TOUTES LES SOLUTIONS ONT DONNÉ DES RÉSULTATS.





## EXPANDING SPORT OPPORTUNITIES

But excellence does not mean finishing first every time. It means doing your best. The Ministry is determined to give all Ontario residents the chance to do their best in sports and fitness activities.

Best Ever therefore supported participation development projects organized by provincial associations as well as by regional and local sports and fitness agencies. The funds helped these volunteer groups strengthen their cooperative links, encourage more people to join in sports and fitness, and introduce new activities in specific communities.

For example, a southwestern Ontario sailing club trained coaches and offered low-cost sailing lessons with Best Ever assistance. In the north, funding supported the development of a women's broomball league and the start-up or expansion of boxing, shooting, rowing and other activities.

## WOMEN IN SPORT

A major reason for women's low participation in competitive sports is a lack of female role models. To begin to overcome this, the Best Ever program recruited 70 female athletes who are tops in their fields to be guest speakers at school assemblies, sports banquets and other events where they can meet young women.

The concept for the Female Athletes Motivating Excellence, or FAME, program was designed by Phyllis Ellis, former captain of the national field hockey team and now the Ministry's women's program coordinator. Other participants include Linda Thom,

## INTENSIFICATION DES ACTIVITÉS SPORTIVES

L'excellence ne se résume toutefois pas à terminer premier à tout coup; exceller peut aussi vouloir dire faire de son mieux. Le ministère est décidé à donner à tous les Ontariens la chance de se dépasser lors d'activités sportives et de conditionnement physique.

Le programme Mieux que jamais a par conséquent appuyé les projets organisés par les associations provinciales et les organismes locaux et régionaux en vue de promouvoir la participation. Les fonds ont aidé ces regroupements bénévoles à consolider leurs efforts de collaboration, ont incité plus d'Ontariens à se livrer à des activités physiques et ont permis la mise sur pied de nouvelles activités dans certaines collectivités.

Par exemple, un club de voile du Sud-Ouest de l'Ontario a formé des entraîneurs et offert des leçons de voile bon marché grâce à l'appui de Mieux que jamais. Dans le Nord de la province, le financement accordé a permis la mise sur pied d'une ligue féminine de ballon-balai et l'expansion des programmes de boxe, de tir, d'aviron et d'autres activités.

## LES FEMMES ET LE SPORT

La faible participation des femmes aux sports de compétition s'explique en grande partie par le manque d'athlètes féminines qui puissent servir d'exemples. Pour s'attaquer à ce problème, le programme Mieux que jamais a recruté 70 femmes qui excellent dans leur sport. Elles prennent la parole lors de réunions scolaires, de banquets sportifs et d'autres activités dans le cadre desquelles elles peuvent rencontrer des jeunes femmes.

Le concept du programme Les Femmes athlètes misent sur l'excellence (FAME) a été élaboré par Phyllis Ellis, ancien capitaine de l'équipe nationale de hockey sur gazon et maintenant coordinatrice des programmes pour les femmes au sein du ministère. Au nombre des autres participantes, mentionnons Linda Thom, médaillée d'or au tir au

gold medallist in sport pistol at the Los Angeles Olympics, and Molly Killingbeck, the current 400 and 800 metre runner on the Canadian national team.

In a further measure, the Ministry provided grants to nine sports associations for special projects to increase female participation or skill levels. Curling, field lacrosse and touch football were among the sports receiving this assistance.

Research and analysis by the Ministry contributed to the government decision to amend the Ontario Human Rights Code to prohibit discrimination in amateur sports on the basis of sex.

#### SENIOR GAMES BOOMING

Kitchener was slated to host the first provincial senior games playoffs in August 1986. The province-wide event represents the culmination of several years of development of organized senior activities—a process coordinated by the Older Adult Centres Association of Ontario with Ministry support.

The interest of senior citizens in competitive pursuits has grown rapidly, with participation in district senior games rising from 4,600 in 1983 to more than 15,000 in 1985. Province-wide playoff events include five-pin bowling, golf, shuffleboard, carpet bowling, darts, euchre, cribbage and snooker.

In the future, provincial Senior Games will occur every second year, alternating with Ontario Games for the Physically Disabled. This year, North York was selected as the site of the 1987 Games for the Disabled.



pistolet aux Jeux olympiques de Los Angeles, et Molly Killingbeck, coureuse du 400 et du 800 mètres de l'équipe canadienne.

Le ministère a en outre accordé des subventions à neuf associations sportives pour des projets spéciaux destinés à accroître la participation des femmes ou à améliorer leur calibre. Le curling, la crosse et le touch football sont au nombre des sports qui ont bénéficié de cette aide financière.

Les travaux de recherche et d'analyse du ministère ont guidé le gouvernement dans sa décision de modifier le Code des droits de la personne de l'Ontario afin d'interdire toute discrimination fondée sur le sexe dans le sport amateur.

#### SUCCÈS GRANDISSANT DES JEUX POUR PERSONNES ÂGÉES

Kitchener sera l'hôte des premiers Jeux de l'Ontario pour personnes âgées en août 1986. Ces jeux provinciaux représentent le point culminant de plusieurs années d'efforts consacrés à la mise sur pied d'activités organisées pour personnes âgées, efforts que coordonne l'Association ontarienne des centres pour personnes âgées en collaboration avec le ministère.

L'intérêt des personnes âgées à l'égard de la compétition s'est accru rapidement. Ainsi, 15 000 sportifs ont participé en 1985 aux jeux pour personnes âgées organisés à l'échelle des districts alors qu'ils n'étaient que 4 600 en 1983. Parmi les disciplines représentées aux jeux provinciaux, mentionnons les quilles, le golf, le jeu de palets, le sport-boule d'intérieur, les fléchettes, le jeu d'euchre, le jeu de cribbage et le billard.

Les Jeux de l'Ontario pour personnes âgées auront dorénavant lieu tous les deux ans, en alternance avec les Jeux de l'Ontario pour les handicapés. Cette année, North York a été choisi comme site des Jeux de l'Ontario pour les handicapés de 1987.

## SPORT GOVERNING BODIES

Amateur sport in Ontario is overseen by 76 provincial associations and their local and regional affiliates. The sport governing bodies organize competitive events and handle leadership development, planning and promotion.

The Ministry contributes about \$4.5 million a year to support association activities. In addition, the Ministry assists the Ontario Sports Centre in North York, which provides office space and administrative support to permanent staff of 50 associations and part-time or shared services to 20 others.

In 1985-86 the Ministry finalized guidelines for a comprehensive evaluation system to measure the effectiveness and performance of each sport association. The Ministry will work with the governing bodies to apply the system to identify strengths and weaknesses as a basis for future planning.

Under the Best Ever program, Ministry consultants worked with 42 client groups to prepare three-year development plans, of which 22 had been reviewed and approved by year-end.

## FRANCOPHONE SPORT DEVELOPMENT

The Ministry is working actively to broaden the access of French-speaking Ontarians to sports opportunities in their own language. An Advisory Committee on Francophone Affairs has been created to assess the Ministry's current programs and recommend ways of reaching out to the francophone community.



## FÉDÉRATIONS SPORTIVES

En Ontario, 76 associations provinciales et leurs sections locales et régionales supervisent le sport amateur. Elles organisent des compétitions et s'occupent du perfectionnement du leadership, de la planification et de la promotion du sport amateur.

Le ministère consacre environ 4,5 millions de dollars aux activités de ces associations. Il aide de plus le Centre des sports de l'Ontario, situé à North York, qui fournit des bureaux et un soutien administratif aux employés permanents de 50 associations ainsi que des services à temps partiel ou partagés à 20 autres.

En 1985-1986, le ministère a arrêté la formulation de directives pour l'élaboration d'un système d'évaluation complet servant à mesurer l'efficacité et le rendement de chaque association sportive. Le ministère travaillera de concert avec les fédérations à la mise en place du système afin de déterminer les forces et les faiblesses des associations, qui serviront de base à la planification.

Dans le cadre du programme Mieux que jamais, les conseillers du ministère ont travaillé avec 42 groupes clients à la préparation de plans de développement triennaux. À la fin de l'exercice, 22 de ces plans avaient été étudiés et approuvés.

## EXPANSION DES ACTIVITÉS SPORTIVES OFFERTES AUX FRANCOPHONES

Le ministère travaille activement à élargir le champ des activités sportives offertes aux francophones dans leur propre langue. Un Comité consultatif sur les affaires francophones a été créé en vue d'évaluer les programmes actuels du ministère et de recommander des mesures qui permettront d'atteindre la communauté francophone.



Nine provincial sport associations expanded services to Franco-Ontarians this year with the help of Ministry grants. The wrestling association produced a French-language videotape on officiating, figure skating trained coaches in northern Ontario, cycling set up a committee to promote the sport in Francophone communities, and several associations translated, printed and purchased rulebooks and other French materials.

#### SPORTS MEDICINE AND SAFETY

The growth in participation in sports and fitness activities has a downside—the increase in sport-related injuries and accidents. Recreational diving, for example, ranks as the leading cause of quadriplegia in Canada. Amateur hockey has resulted in 88 spinal injuries in this country in the past 10 years, half of them in Ontario. And more children from six to 18 are hurt bicycling than playing hockey.

A Ministry agency, the Ontario Sports Medicine and Safety Advisory Board, has been created to investigate and find ways to help curb these disturbing trends. In its first full year of operation in 1985-86, the board launched a number of studies on common athletic injuries.

Liability insurance emerged as a critical issue this year. In response, the sports medicine board coordinated a survey of recreation providers to determine the impact of reduced insurance coverage on service and participation levels. Based on the results, the Ministry submitted recommendations to the Ontario Insurance Task Force reporting to the Minister of Consumer and Commercial Relations.



Grâce aux subventions du ministère, neuf fédérations sportives provinciales ont accru cette année les services offerts aux Franco-Ontariens. La fédération de lutte a produit une bande magnétoscopique en français sur l'arbitrage, celle du patinage artistique a formé des entraîneurs dans le Nord de l'Ontario, celle du cyclisme a créé un comité responsable de la promotion du sport dans les collectivités francophones et plusieurs associations ont traduit, fait imprimer et acheté des livres de règlements et d'autres documents en français.

#### MÉDECINE SPORTIVE ET SÉCURITÉ DANS LES SPORTS

L'accroissement de la participation aux sports et aux activités physiques n'a pas que des bons côtés : le nombre de blessures et d'accidents liés aux sports a augmenté. La plongée récréative, par exemple, est la principale cause de quadriplégie au Canada. Au Canada, le hockey amateur a causé 88 blessures à la colonne vertébrale, dont la moitié en Ontario. Enfin, plus de jeunes de 6 à 18 ans sont blessés à bicyclette qu'en jouant au hockey.

Le ministère a créé le Conseil consultatif ontarien sur la médecine et la sécurité dans les sports et l'a chargé de faire enquête et de trouver des solutions à ce problème inquiétant. En 1985-1986, sa première année complète d'activité depuis sa création, le conseil a entrepris plusieurs études sur certaines blessures courantes chez les athlètes.

La question de l'assurance-responsabilité a pris beaucoup de place cette année. C'est pourquoi, le conseil de la médecine sportive a coordonné une enquête auprès des exploitants d'installations récréatives en vue de déterminer l'incidence qu'aurait une baisse des couvertures d'assurance sur les services offerts et la participation. À la lumière des résultats obtenus, le ministère a présenté des recommandations au groupe de travail sur les assurances en Ontario, qui relève du ministère de la Consommation et du Commerce.

### COACHING RANKS GROW

Ontario believes that coaching is the key to sports development and achievement. This year the Ministry ran theory courses under the National Coaching Certification Program for 7,619 participants across the province, a 46 per cent increase from last year.

The Ministry funds technical courses offered by provincial associations and through the Best Ever program supports the hiring of full and part-time coaches for elite athletes. Best Ever also funds eight high performance training centres, which provide high level coaching in skiing, track and field, basketball, field hockey, sailing, swimming and soccer.

### SPORT DATABASE PLANNED

The Ministry, sport organizations and municipalities need hard data on sports participation, leadership and funding as a planning tool. Such a database was compiled in the northwest region two years ago through extensive interviewing of community sports groups. The ministry this year completed planning to develop similar databases for the other four regions, and to update the northwestern study, over the next two years.



### DE PLUS EN PLUS D'ENTRAÎNEURS

En Ontario, nous croyons que la formation des entraîneurs est la clé de l'évolution et de la réussite dans le monde des sports. Dans le cadre du Programme national de certification des entraîneurs, le ministère a offert cette année des cours théoriques à 7 619 participants, soit une augmentation de 46 pour 100 par rapport à l'an dernier.

En plus de financer les cours techniques offerts par les fédérations sportives provinciales, le ministère, dans le cadre du programme Mieux que jamais Ontario, appuie l'embauche d'entraîneurs à plein temps et à temps partiel pour les athlètes d'élite. Le programme finance également huit centres d'entraînement spécialisés où les athlètes reçoivent une formation très avancée dans les domaines du ski, de l'athlétisme, du basketball, du hockey sur gazon, de la voile, de la natation et du soccer.

### PLANIFICATION D'UNE BASE DE DONNÉES SUR LES SPORTS

Le ministère, les organisations sportives et les municipalités ont besoin de données précises sur la participation aux activités sportives, le leadership et le financement pour bien faire leur planification. Il y a deux ans, on a constitué une base de données sportives pour la région du Nord-Ouest à partir des renseignements fournis par les groupes sportifs communautaires. Cette année, le ministère a planifié la constitution de base de données analogues pour les quatre autres régions de la province et la mise à jour de celle de la région du Nord-Ouest. Les travaux s'étaleront sur deux ans.



IN HIS 10 YEARS WITH THE MINISTRY, JOHN OPIOLA (LEFT), VISUAL SERVICES COORDINATOR WITH THE TOURISM MARKETING BRANCH, HAS DIRECTED THE PRODUCTION OF AUDIO-VISUAL MATERIAL RANGING UP TO MAJOR 24-PROJECTOR, MULTI-SCREEN DISPLAYS. HE IS CURRENTLY RESPONSIBLE FOR THE CONTINUAL UPDATING OF OUR PHOTO LIBRARY.

PUBLIC RELATIONS OFFICER ROBERT KEIR (RIGHT), OBTAINS PHOTOS FROM THE LIBRARY FOR USE BY THE MEDIA. HE IS RESPONSIBLE FOR ASSISTING TOURISM WRITERS WHO ARE WORKING ON FEATURES ABOUT TRAVEL IN ONTARIO. KEIR HAS BEEN WITH THE MINISTRY FOR SEVEN YEARS.

DEPUIS 10 ANS QU'IL EST COORDONNATEUR DES SERVICES VISUELS À LA DIRECTION DE LA COMMERCIALISATION DU MINISTÈRE, JOHN OPIOLA (À GAUCHE), A DIRIGÉ LA PRODUCTION DE MATÉRIEL AUDIO-VISUEL ALLANT JUSQU'À DES PRÉSENTATIONS SUR ÉCRANS MULTIPLES AVEC 24 PROJECTEURS. IL EST ACTUELLEMENT CHARGÉ DE LA MISE À JOUR PERMANENTE DE NOTRE PHOTOTHÈQUE.

ROBERT KEIR (À DROITE), AGENT AUX RELATIONS PUBLIQUES, EMPRUNTE DES PHOTOS À LA COLLECTION POUR LES MÉDIAS. IL EST CHARGÉ D'AIDER LES RÉDACTEURS TOURISTIQUES QUI ÉCRIVENT DES ARTICLES DE VOYAGE SUR L'ONTARIO. IL TRAVAILLE AU MINISTÈRE DEPUIS 7 ANS.





## FITNESS ONTARIO

The Ministry's Fitness Ontario Leadership Program is managed by the Ontario Fitness Council, which represents fitness providers including private firms, municipalities and community groups. This year, 2,400 fitness leaders were trained, a 50 per cent increase from the year before.

Employers increasingly recognize the bottom line benefits of employee fitness in terms of higher morale, healthier workers and lower absenteeism. The Ministry this year promoted several Corporate Challenge programs in which companies competed against rival firms in various physical activities. In Windsor, for example, 15 corporations participated in such a contest, while a Peterborough event attracted 40 corporations.

## SPORTS AWARDS

The Ministry's Sports Awards Program recognizes outstanding achievements in sports and fitness through awards conferred at an annual banquet. Some 1,100 guests attended the 1985 version of this event.

The world's top sprinter, Ben Johnson, was named Ontario Athlete of the Year, while the world champion curling team led by Al Hackner of Thunder Bay won the Team of the Year award.

Also recognized at the annual banquet were volunteer leaders in provincial sports and fitness development, and exceptional corporate sponsors nominated by provincial associations.

## PROGRAMME ONTARIEN DE LEADERSHIP ET DE CONDITION PHYSIQUE

Le Programme ontarien de leadership et de condition physique du ministère est administré par le Conseil de la condition physique qui est formé de responsables des services de conditionnement physique parmi lesquels on compte des entreprises privées, les municipalités et les groupes communautaires. Cette année, on a formé 2 400 moniteurs de conditionnement physique, ce qui constitue une augmentation de 50 pour 100 par rapport à l'année dernière.

Les employeurs reconnaissent de plus en plus les avantages inhérents à la bonne forme physique de leurs employés. Les employés en forme sont en effet plus heureux à leur travail et en meilleure santé et s'absentent moins souvent. Cette année, le ministère a fait la promotion de plusieurs programmes Coupe des entreprises, dans le cadre desquels les employés d'entreprises rivales participent à diverses compétitions. À Windsor par exemple, 15 sociétés ont participé à une telle activité, alors qu'un événement semblable à Peterborough en a attiré 40.

## RECONNAISSANCE DES ATHLÈTES

Le programme de récompenses sportives du ministère sanctionne l'excellence dans les sports et la condition physique en décernant des prix spéciaux lors d'un banquet annuel. En 1985, quelque 1 100 personnes ont assisté à ce banquet.

Le meilleur sprinter au monde, Ben Johnson, a été nommé athlète ontarien de l'année tandis que l'équipe ayant gagné le championnat du monde de curling, dont le capitaine est Al Hackner, de Thunder Bay, a été nommée l'équipe de l'année.

Le banquet permet également de remercier les bénévoles qui contribuent à la mise en valeur des sports et de la condition physique en Ontario et les entreprises proposées par les associations provinciales pour avoir fourni un appui financier exceptionnel à la cause des sports.

### TRAVELCADE HITS THE ROAD

The Ministry's Ontario Sports Travelcade encouraged participation in sports and fitness activities through eight tours and four special shows this year, compared with seven tours and two shows last year. This mobile resource centre visits smaller communities to conduct introductory clinics in schools and community agencies.

### TWINNING WITH JIANGSU

The Ministry this year began working to develop the exchange of athletes with the Chinese as part of Ontario's twinning accord with the province of Jiangsu. Both governments regard sports exchanges as an effective means of promoting friendship and cooperation between the peoples of the two provinces.

### RECREATION PROGRAMS MEET GROWING LEISURE NEEDS

The Ministry works to expand recreational opportunities so all Ontarians can pursue leisure activities matching their needs, interests and abilities. Recreation includes not only sports and physical fitness but also cultural, social and intellectual experiences.

The Ministry's recreation consultants at head office perform an enabling and facilitating role. They provide consulting advice and channel financial assistance to provincial organizations, community groups and municipalities to achieve shared objectives.

### CHANGING PATTERNS OF WORK AND LEISURE

Patterns of work and leisure are shifting due to economic and technological change. In 1985-86 the Ministry began working with recreation professionals to define respon-



### TRAVELCADE REPART EN TOURNÉE

La caravane itinérante Sports Travelcade a encouragé la participation aux activités sportives et au conditionnement physique au cours de huit tournées et de quatre spectacles spéciaux. L'an dernier, il y avait eu sept tournées et deux spectacles. Ce centre de documentation itinérant visite les petites collectivités et offre des cours d'initiation aux écoles et aux organismes communautaires.

### JUMELAGE AVEC JIANGSU

Dans le cadre d'un accord de jumelage entre l'Ontario et la province de Jiangsu, en Chine, le ministère a commencé cette année à planifier un échange d'athlètes avec ce pays. Les deux gouvernements considèrent ces échanges comme un moyen efficace de promouvoir l'amitié et la coopération entre les deux provinces.

### DES PROGRAMMES DE LOISIRS À LA MESURE DE NOS TEMPS LIBRES

Le ministère s'efforce d'offrir un choix d'activités récréatives de plus en plus vaste pour que tous les Ontariens puissent occuper leurs temps libres en fonction de leurs besoins, leurs intérêts et leurs aptitudes. Les loisirs récréatifs ne comprennent pas que les sports et le conditionnement physique, mais également les activités culturelles, sociales et intellectuelles.

Les conseillers en loisirs de l'administration centrale du ministère sont là pour conseiller et aider les Ontariens. Ils offrent des services de consultation et assurent l'accès aux programmes d'aide financière du ministère aux organismes provinciaux, aux associations communautaires et aux municipalités pour qu'ils puissent atteindre des objectifs communs.

### RÉORGANISATION DU TEMPS DE TRAVAIL ET DES LOISIRS

L'organisation du travail et des loisirs est en mutation en raison de la transformation économique et technologique que subit notre société. Au cours de l'exercice 1985-1986, le ministère a entrepris, de concert avec des professionnels des loisirs,

sibilities towards individuals facing involuntary leisure while preparing for new occupations or roles in the community.

Thirty-five representatives of recreation departments and agencies in high-unemployment communities attended a Ministry-sponsored workshop on "Recreation Services for the Unemployed". The workshop studied the effects of unemployment on the leisure behaviour of the unemployed. This event led to creation of a committee of Ministry and municipal recreation personnel to pursue the issue further. The Ministry assisted the committee with a grant to compile a list of resource materials and to arrange a meeting with international experts in September 1986.

Research was completed this year on the relationship between recreation programming and the life of the unemployed individual — probably the first such study in Canada. Focusing on Sault Ste. Marie, a community hit by long-term unemployment, the project involved the city, local recreation agencies and the University of Guelph. The Ministry is providing financial and consulting assistance.

Two hundred and forty-two unemployed people and a number of staff from representative social, community and recreation agencies were interviewed for the survey. The goal was to answer two major questions: has the economic situation led to higher use of recreation services and does participation help to overcome the personal stress of unemployment? The findings should be released in 1986-87.



de définir les responsabilités qu'il doit assumer à l'égard des personnes qui ont, par nécessité, beaucoup de temps libres et qui se préparent à assumer un nouvel emploi ou à jouer un nouveau rôle au sein de leur collectivité.

Trente-cinq représentants de services et d'organismes de loisirs oeuvrant dans des collectivités durement frappées par le chômage ont participé à un atelier, financé par le ministère, sur les services de loisirs offerts aux chômeurs. Ils y ont étudié les effets du chômage sur l'attitude adoptée à l'égard des loisirs. Cet atelier a entraîné la création d'un comité formé d'employés du ministère et d'employés municipaux oeuvrant dans le secteur des loisirs. Le comité a pour mandat d'étudier plus à fond cette question et le ministère lui a accordé une subvention pour l'établissement d'une liste de documents de référence et l'organisation d'une rencontre avec des spécialistes d'autres pays en septembre 1986.

On a mis cette année la dernière main à une étude sur la relation entre l'organisation des activités récréatives et la vie des chômeurs; il s'agit probablement de la première étude canadienne du genre. Le projet de recherche porte principalement sur la ville de Sault Ste. Marie, durement éprouvée par le chômage à long terme, et fait intervenir les organismes locaux de loisirs et l'Université de Guelph. Le ministère contribue à l'étude en apportant une aide financière et en fournissant des services de consultation.

Pour les besoins de l'étude, on a interrogé 242 chômeurs et un certain nombre de personnes oeuvrant au sein d'un échantillon représentatif d'organismes communautaires, de loisirs et de services sociaux. L'étude cherchait à répondre à deux questions cruciales: la situation économique a-t-elle entraîné une plus grande utilisation des services de loisirs? La participation aux activités récréatives aide-t-elle à surmonter le stress provoqué par le chômage? Les résultats de l'étude seront publiés au cours de l'exercice 1986-1987.



## BOOSTING YOUTH PARTICIPATION

A 1984 Ministry study showed that the majority of youth do not participate in organized recreation programs. This is so even though such activities could help young people withstand some of the pressures created by unemployment and changing family structures.

In 1985-86 the Ministry began to tackle this challenge. New resource materials were distributed on youth services, including a planning workbook and leader's guide produced in conjunction with the Boy Scouts of Canada. The Ministry facilitated the first meeting of the Metro Toronto Youth Committee, which offers a forum for communication among the recreation departments of Metro municipalities.

In Peterborough the Ministry helped organize an innovative project to encourage communication between young people and recreation agencies. The session, held at the Ontario Camp Leadership Centre at Bark Lake, was an educational experience for both sides. Agency staff learned first-hand what youth expect, and young people came to understand some of the logistical hurdles in recreation programming.

Can participation in adventurous outdoor recreation shape the self-image of troubled teens and help turn their lives around? To find out, the Ministry funded a pilot project involving the Ontario Teachers Federation and the University of Toronto. Sixty, 15 to 19 year-olds from north-west Metro Toronto spent several days in the outdoors as a learning experience. The project will be evaluated in 1986-87 with a view to possible extension across Metro.



## STIMULATION DE LA PARTICIPATION DES JEUNES

Une étude réalisée en 1984 par le ministère révèle que la majorité des jeunes ne participent pas aux programmes de loisirs organisés, et ce, même si de telles activités pourraient les aider à résister à certaines des pressions causées par le chômage et l'éclatement de la cellule familiale.

Le ministère s'est résolument attaqué à ce problème au cours de l'exercice. Il a en effet distribué aux services d'aide à la jeunesse de nouveaux documents de référence, dont un cahier de planification et un guide d'animation conçus en collaboration avec les scouts. Le ministère a également favorisé l'organisation de la première réunion du Comité des jeunes de la Communauté urbaine de Toronto, qui offre une tribune aux services de loisirs des municipalités de la région métropolitaine de Toronto.

À Peterborough, le ministère a contribué à la mise en oeuvre d'un projet innovateur visant à favoriser la communication entre les jeunes et les organismes de loisirs. La réunion, qui s'est tenue au Centre de leadership de camping de l'Ontario, situé à Bark Lake, a été une expérience enrichissante pour les deux parties. Le personnel des organismes a pris connaissance, de première main, des attentes des jeunes, tandis que ces derniers se sont rendus compte des difficultés d'ordre logistique que pose l'organisation des activités récréatives.

La participation à des activités de plein air qui exigent du courage et de l'endurance influence-t-elle l'image d'eux-mêmes qu'ont des adolescents perturbés et contribue-t-elle à changer leur vie? Afin de trouver la réponse à ces questions, le ministère a financé un projet pilote de la Fédération des enseignants et enseignantes de l'Ontario et de l'Université de Toronto. Soixante jeunes de 15 à 19 ans du nord-ouest de la Communauté urbaine de Toronto ont vécu pendant plusieurs jours en plein air, ce qui a été pour eux une expérience d'apprentissage. Le projet sera évalué en 1986-1987 et, si les résultats sont concluants, on envisage de l'étendre à l'ensemble du Toronto métropolitain.

BECKY THOMPSON (LEFT) HAS BEEN WITH THE COMMUNICATIONS BRANCH FOR THE PAST THREE YEARS. SHE PROVIDES CLERICAL ASSISTANCE TO THE BRANCH MANAGER AND SUPERVISORY STAFF. THOMPSON IS AN EXPERT ON BOTH THE MICOM AND WANG WORD PROCESSING SYSTEMS AND ACTS AS BACK-UP SYSTEMS ADMINISTRATOR FOR THE BRANCH'S WANG EQUIPMENT.

ANGIE SUKHDEO (RIGHT), IS THE BRANCH'S RECEPTIONIST AND DISTRIBUTION EXPERT. SHE IS CURRENTLY LEARNING THE WANG SYSTEM.

BECKY THOMPSON (À GAUCHE) TRAVAILLE À LA DIRECTION DES COMMUNICATIONS DEPUIS 3 ANS. ELLE EST CHARGÉE DES SERVICES DE BUREAU POUR LE DIRECTEUR ET LE PERSONNEL DE DIRECTION. TRÈS AU COURANT DES SYSTÈMES DE TRAITEMENT DE TEXTES MICOM ET WANG, ELLE EST ADMINISTRATRICE DES SYSTÈMES DE SECOURS WANG DE LA DIRECTION.

ANGIE SUKHDEO (À DROITE), EST LA RÉCEPTIONNISTE ET LA SPÉCIALISTE EN DISTRIBUTION DE LA DIRECTION. ELLE APPREND ACTUELLEMENT À UTILISER LE SYSTÈME WANG.





## AGING PLANTS/CHANGING COMMUNITIES

Ontario has a massive public investment in the community recreation plant, with the current replacement value of municipally-owned buildings estimated at more than \$1.5 billion. But many facilities are now entering the stage of their life cycle where new capital investments are required to conserve them in safe and usable condition.

At the same time, community needs are changing as the population ages and leisure time expands. Municipalities and volunteer organizations may find it necessary to alter the physical structure and amenities of facilities to better accommodate new users.

### FACILITIES REVITALIZED

In 1985-86 the Ministry introduced the Capital Conservation Program to help finance capital repairs and improvements designed to extend the useful life of recreation buildings. The program assists communities to counter the normal effects of physical deterioration and obsolescence and to update facilities to meet new expectations.

Buildings built before 1970 receive priority under the program. Emphasis is placed on projects responding to the special needs of disabled persons, older adults, youth and women.

This year the Capital Conservation Program committed \$8.6 million to 393 projects designed to preserve and revitalize the recreation plant.



## INSTALLATIONS VIEILLISSANTES, COLLECTIVITÉS EN PLEINE ÉVOLUTION

L'Ontario a investi des sommes colossales dans les installations récréatives communautaires. La valeur de remplacement des immeubles municipaux affectés aux loisirs est actuellement estimée à plus de 1,5 milliard de dollars. Cependant, il faut engager des dépenses d'immobilisations pour bon nombre de ces installations afin de les maintenir en bon état et d'assurer la sécurité des utilisateurs.

Parallèlement, les besoins des collectivités évoluent en raison du vieillissement de la population et de l'accroissement des temps libres. Les municipalités et les organismes bénévoles sont parfois obligés de modifier la structure et l'aménagement des installations récréatives afin de mieux servir les nouveaux usagers.

### REVITALISATION DES INSTALLATIONS

En 1985-1986, le ministère a instauré le programme de protection des immobilisations afin de contribuer au financement des réparations et des améliorations qui visent à prolonger la durée de vie utile des installations récréatives. Le programme aide les collectivités à pallier les effets normaux de la détérioration et de l'obsolescence et à rajeunir les installations de façon qu'elles répondent aux nouvelles attentes des usagers.

Aux termes de ce programme, la priorité est accordée aux immeubles construits avant 1970. On favorise les projets qui visent à satisfaire les besoins spéciaux des personnes handicapées, des personnes âgées, des jeunes et des femmes.

Dans le cadre de ce programme de conservation, 393 projets visant à préserver et à revitaliser les installations récréatives se sont partagé 8,6 millions de dollars.



A good illustration of the program's impact is found in the community of Val Rita in the Kapuskasing area. An organization known as Chalet des Grondeurs received a grant to raise a ski chalet above the flood plain so the facility can be used year-round for dances and community activities.

Ministry funds are helping the Town of Ajax to replace 125,000 crumbling exterior bricks, install dehumidifiers and make other repairs in a community centre/arena complex built in 1966. The project will extend the useful life of the facility by at least 30 years.

In Toronto, the Kiwanis Boys and Girls Clubs are renovating the Gerrard Street K Club to lure back members. The Ministry-backed project involves a major upgrading of the gymnasium, replacement of the furnace and other capital repairs. It will give the 70-year old building a new lease on life of at least 20 years.

The Town of Gananoque was awarded funds to help upgrade seating and improve wheelchair access to the community centre. The permanent seating, replacing scaffolding-type benches, will encourage attendance by senior citizens and children.

#### PREPARING FOR MAJOR REPAIRS

The Ministry's head office consultants combined with the field staff to organize workshops for facility operators on preparing for major repairs. Topics included building conservation techniques, budget forecasting and the creation of reserve funds.



La collectivité de Val Rita, dans la région de Kapuskasing, a soumis un projet qui illustre bien l'influence du programme. Un organisme connu sous le nom de Chalet des grondeurs a reçu une subvention afin de réinstaller un chalet de ski au-dessus du niveau de la plaine inondable, de façon qu'il puisse servir toute l'année pour des soirées dansantes et des activités communautaires.

Les fonds octroyés par le ministère aident également la ville d'Ajx à remplacer 125 000 briques extérieures d'un centre communautaire comprenant une aréna construit en 1966, à y installer des déshumidificateurs et à effectuer d'autres réparations. Le projet prolongera d'au moins 30 ans la vie utile de l'installation.

À Toronto, le Club Kiwanis rénove son immeuble de la rue Gerrard afin d'inciter les membres à y revenir. Le projet financé par le ministère comporte la rénovation presque complète du gymnase, le remplacement du système de chauffage et d'autres réparations des installations. Grâce à ces rénovations, cet immeuble vieux de 70 ans pourra servir encore pendant au moins 20 ans.

Le ministère a accordé une subvention à la ville de Gananoque afin qu'elle améliore les gradins de son centre communautaire et l'accès aux personnes handicapées. Grâce aux sièges permanents qui remplaceront les bancs montés sur tréteaux, les personnes âgées et les enfants seront plus enclins à venir au centre communautaire.

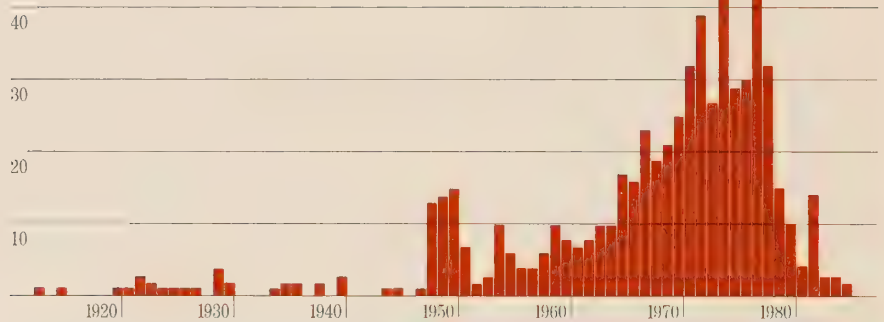
#### PLANIFICATION DES RÉPARATIONS MAJEURES

Les conseillers de l'administration centrale du ministère ont joint leurs efforts à ceux du personnel des bureaux régionaux afin d'organiser des ateliers de planification des réparations majeures à l'intention des exploitants d'installations récréatives. Les ateliers ont notamment porté sur les techniques de préservation des immeubles, les prévisions budgétaires et la création de fonds de réserve.

The central region alone held seven training events for more than 200 facility managers in Ajax, Muskoka, Toronto and other locations. The Ministry also built capital conservation expertise through workshops presented to the Ontario Arena Association, the Association of Aquatic Personnel of Ontario and other groups.

Dans la région centrale seulement, plus de 200 administrateurs d'installations récréatives ont participé aux sept ateliers de formation organisés à Ajax, Muskoka, Toronto et dans d'autres villes. Le ministère a en outre diffusé des connaissances en matière de préservation des immeubles en organisant des ateliers qui ont été présentés aux membres de l'Ontario Arena Association, de l'Association of Aquatic Personnel of Ontario et de certains autres groupes.

50 (Number of Arenas Built)  
(Nombre d'arénas construites)



Year of construction of Ontario Arenas in use today.

Année de construction des Arénas de l'Ontario utilisées aujourd'hui

### STRONGER MANAGEMENT

The aging plants issue coupled with changing social needs creates a formidable management challenge for recreation facility personnel. The Ministry's Facility Management Program in 1985-86 provided grants to help 15 communities meet that challenge.

Funds went to design and deliver in-house training opportunities, to send staff to outside training events and to develop management systems (such as maintenance management, financial control and facility scheduling).

In a further initiative, 100 facility managers from small communities learned new approaches to maintenance management at Ministry work-

### GESTION PLUS ASSURÉE

La question du vieillissement des installations, conjuguée à la modification des besoins sociaux, constitue un défi de taille pour le personnel chargé de la gestion des installations récréatives. Dans le cadre du Programme de gestion des installations, le ministère a versé des subventions à 15 collectivités qui se sont attaquées à ce problème en 1985-1986.

Les fonds ont servi à la conception et à la prestation de programmes de formation internes, à la participation d'employés à des ateliers de formation externes et à la mise au point de systèmes de gestion, comme l'administration de l'entretien, le contrôle financier et l'établissement des horaires.

Dans le cadre d'une autre initiative ministérielle, 100 administrateurs d'installations provenant de petites collectivités ont été initiés à de nouvelles façons de concevoir l'adminis-

shops in five locations. The series was a modification of last year's program targeted to larger centres.

#### SAVING ENERGY

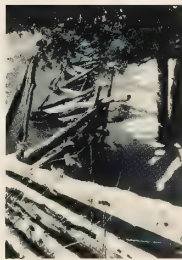
Energy conservation remains a priority for keeping facility operating costs down. The Ministry this year worked with the Ministry of Energy and three recreation organizations to develop a new energy management training program for facility managers.

The program employs resource materials and a workshop format to explain how to implement some 60 proven-energy-saving techniques. The concept was successfully pilot-tested at a March 1986 training session for facility managers from the central region, and was slated to be introduced province-wide in 1986-87.

#### OLDER ADULTS

Today's senior citizens are not interested in "killing time". They want to remain active, contributing members of the community.

Early this year, the Ministry staged a provincial conference on recreation options for older adults. The aim was to increase the visibility of programming for this group and to raise the level of expertise. Held in London in association with the London Public Utilities Commission Recreation Department, the conference attracted more than 200 volunteers and professionals working with older adults in institutions and organizations.



tration de l'entretien dans le cadre d'ateliers organisés par le personnel du ministère à cinq endroits. La série d'ateliers était une version modifiée du programme de l'an dernier, qui convenait davantage aux grands centres.

#### ÉCONOMIE D'ÉNERGIE

L'économie de l'énergie est essentielle à la réduction des coûts d'exploitation des installations. Cette année, le ministère s'est allié au ministère de l'Énergie et à trois organismes de loisirs afin d'élaborer un nouveau programme de formation en gestion de l'énergie à l'intention des administrateurs d'installations.

Le programme, qui est formé d'ateliers, fait appel à des documents de référence pour expliquer une soixantaine de techniques éprouvées en matière d'économie de l'énergie. Le concept a été mis à l'essai lors d'une séance pilote à laquelle participaient des administrateurs des installations de la région Centre en mars 1986. La réussite a été telle que le concept sera instauré dans toute la province au cours de l'exercice 1986-1987.

#### PERSONNES ÂGÉES

De nos jours, les personnes âgées n'ont pas du tout envie de "tuer le temps". Elles veulent demeurer actives et contribuer à la vie de leur collectivité.

Au début de l'année, le ministère a organisé une conférence provinciale sur les loisirs pour personnes âgées. Cette conférence visait à sensibiliser la population aux activités récréatives offertes aux personnes du troisième âge et à accroître la compétence de ceux qui oeuvrent dans ce domaine. La conférence s'est déroulée à London sous les auspices du ministère et du London Public Utilities Commission Recreation Department. Elle a réuni plus de 200 bénévoles et spécialistes travaillant au sein d'institutions ou d'organismes pour personnes âgées.



Seventy-eight workshops (23 in French) on working with older adults were offered this year in centres from Kenora to Cornwall and Windsor to Timmins. While the number of events increased from 65 in 1984-85, demand still outstripped available places. Through these workshops, some 1,950 professional and volunteer activity leaders gained practical insights in such areas as recreation for the frail elderly, outdoor activities for older adults and future planning for changing needs.

#### DISABLED PERSONS

The Ministry this year hired a full-time consultant to work toward the goal of full integration of disabled persons in recreation programs. Persons with disabilities can participate in many of the same activities as able-bodied people if attention is paid to their special requirements.

In an early measure, the new consultant joined representatives of Parks Canada and the University of Waterloo in a working group to promote barrier-free access to heritage parks.

#### CORPS D'ELITE ONTARIO

Volunteers contribute an estimated 20 million hours a year to leisure activities in Ontario. But a higher profile and stronger recognition are needed to keep current volunteers interested and attract new recruits.

In 1985-86 the Ministry introduced Corps d'Elite Ontario, a highly selective awards program to honour Ontario residents who have made a significant impact on the development of recreation at the provincial or regional level.

Nominations for the first provincial awards closed February 28 and a blue ribbon committee of parks and recreation leaders from outside the Ministry was named to select the

Au cours de l'exercice, 78 ateliers sur l'art de travailler avec les personnes âgées, dont 23 en français, ont été organisés aux quatre coins de la province, de Kenora à Cornwall et de Windsor à Timmins. Même si le nombre d'ateliers est passé de 65 en 1984-1985 à 78 au cours du dernier exercice, la demande a encore dépassé l'offre. Grâce à ces ateliers, quelque 1 950 animateurs professionnels et bénévoles ont acquis des connaissances pratiques sur des sujets comme les loisirs et les activités de plein air pour personnes âgées ainsi que sur la planification à la lumière de l'évolution des besoins.

#### PERSONNES HANDICAPÉES

Le ministère a engagé cette année un conseiller à plein temps chargé de promouvoir l'intégration complète des personnes handicapées aux programmes de loisirs. Si l'on s'occupe de leurs besoins particuliers, les personnes handicapées peuvent participer à bon nombre des activités pratiquées par le reste de la population.

Une des premières mesures prises par le nouveau conseiller a été de se joindre à un groupe de travail composé de représentants de Parcs Canada et de l'Université de Waterloo et visant à promouvoir l'accès des handicapés aux parcs historiques.

#### CORPS D'ÉLITE ONTARIO

Les bénévoles consacrent environ 20 millions d'heures par année aux activités récréatives en Ontario. Si nous voulons maintenir l'intérêt des bénévoles actuels et en attirer de nouveaux, nous devons leur témoigner de la reconnaissance et souligner leurs efforts.

Le ministère a donc mis sur pied le Corps d'Élite Ontario, un programme de récompenses très sélectif par le biais duquel il honore les bénévoles qui ont contribué de façon exceptionnelle aux loisirs, tant à l'échelle provinciale que régionale.

Les propositions pour la première série de récompenses provinciales ont été closes le 28 février, et un comité de sélection composé d'animateurs travaillant dans les parcs et les services de loisirs a été formé en vue de désigner les récipiendaires.

winners. The awards were to be conferred at a special ceremony at Queen's Park in May 1986.

Nominations for regional awards are accepted on an on-going basis by the Ministry's field offices. Regional ceremonies will be held in 1986-87.

#### LEADERSHIP DEVELOPMENT AND TRAINING

Head office recreation consultants contributed to 216 training events in 1985-86, a 28 per cent increase from 169 last year.

A high priority was instructing recreation supervisors to develop their own staffs. Forty-six supervisors improved their training skills through a residential project organized by the Ministry and the Geneva Park YMCA Conference Centre. The Ministry also sponsored three residential seminars which prepared 40 participants to design and run training programs for seasonal staff in summer camps, playgrounds and similar facilities.

#### ORIENTATION FOR MUNICIPAL COUNCILLORS

Since community recreation is chiefly a municipal responsibility, it is vital that new council members and new recreation committee members understand the importance of their role. In the past the Ministry has offered this sort of orientation, but not on a systematic basis.

In 1985-86, a new Community Recreation Training Program was developed to provide a consistent training format for use by Ministry field offices across the province. The



Les prix ont été décernés dans le cadre d'une cérémonie spéciale qui s'est tenue à Queen's Park en mai 1986.

Les bureaux régionaux du ministère acceptent toute l'année les propositions pour les prix régionaux. Des cérémonies régionales auront lieu au cours de l'exercice 1986-1987.

#### LEADERSHIP — FORMATION ET PERFECTIONNEMENT

Les conseillers en loisirs de l'administration centrale du ministère ont contribué à l'organisation de 216 séances de formation en 1985-1986, soit une augmentation de 28 pour 100 par rapport aux 169 séances du dernier exercice.

La formation des superviseurs d'animateurs de terrains de jeux était au nombre des objectifs prioritaires. Dans le cadre d'un projet en internat organisé par le ministère en collaboration avec le Geneva Park YMCA Conference Centre, 46 superviseurs ont pu améliorer leurs techniques de formation. Le ministère a également financé trois séminaires en internat qui ont permis à 40 participants de préparer la conception et la tenue de programmes de formation à l'intention du personnel saisonnier des camps d'été, des terrains de jeux et des autres installations de loisirs.

#### SERVICES D'ORIENTATION POUR LES CONSEILLERS MUNICIPAUX

Comme les loisirs communautaires relèvent principalement des municipalités, il est essentiel que les nouveaux membres des conseils municipaux et des services de loisirs saisissent bien l'importance du rôle qu'ils sont appelés à jouer. Par le passé, le ministère offrait des services d'orientation de ce type, mais de façon plutôt empirique.

En 1985-1986, le ministère a mis au point le nouveau Programme de formation en loisirs communautaires afin d'offrir un cadre de formation uniforme par l'intermédiaire de tous ses bureaux régionaux. Le pro-



THE MANAGEMENT SYSTEMS AND SERVICES  
BRANCH OF THE MINISTRY OF CITIZENSHIP  
AND CULTURE'S FINANCE AND ADMINISTRA-  
TION DIVISION ALSO PROVIDES SERVICES TO  
MTR. ELMER CAIN WORKS IN THE "NERVE  
CENTRE OF BOTH MINISTRIES." CAIN HAS  
BEEN WITH THE MINISTRY FOR 11 YEARS.

LA DIRECTION DES SYSTÈMES ET SERVICES  
DE GESTION DE LA DIVISION DES FINANCES  
ET DE L'ADMINISTRATION DU MINISTÈRE DES  
AFFAIRES CIVIQUES ET CULTURELLES,  
FOURNIT ÉGALEMENT DES SERVICES AU  
MINISTÈRE DU TOURISME ET DES LOISIRS.  
ELMER CAIN TRAVAILLE AU "CENTRE  
NERVEUX" DES DEUX MINISTÈRES. IL EST  
EMPLOYÉ AU MTL DEPUIS 11 ANS.





package, to be introduced early in the new fiscal year, features print and audiovisual materials and a flexible structure which can be tailored to audience needs.

#### OUTDOOR RECREATION

The Ontario Camp Leadership Centre run by the Ministry at Bark Lake in Haliburton this year served 3,300 participants ranging from elementary school children to older adults—the same number as last year. The facility provides opportunities to learn outdoor skills and broaden recreational interests. Potential young leaders learn technical and people skills which they take back to their own camps.

#### TOURISM AND RECREATION OPERATIONS DIVISION

##### FIELD OFFICES PROVIDE ACCESS, ADVOCACY AND ADVICE

The Operations Division staffs a network of 24 local offices which give the Ministry a grassroots presence across the province. The division's 66 consultants work directly with tourist operators, municipalities and recreation professionals and volunteers at the community and regional level.

The field offices are the initial point of contact for local clients seeking access to Ministry grants, programs and resources. The consultants not only process applications, they provide advisory and counselling services to businesses, community organizations and municipal recreation departments.

This year tourism operations recorded 4,833 consulting contacts, five per cent more than last year, while recreation operations registered 8,458 contacts, a nine per cent



programme sera instauré au début du prochain exercice financier; il fera appel à des documents imprimés et à du matériel audio-visuel qui s'adapteront à une structure souple et adaptable aux besoins spécifiques des participants.

#### LOISIRS EN PLEIN AIR

Le centre de leadership de camping de l'Ontario, administré par le ministère à Bark Lake dans la région d'Haliburton, a accueilli cette année encore 3 300 participants, allant de jeunes enfants du primaire aux personnes âgées. Le centre permet aux participants d'acquérir des compétences dans le domaine des activités de plein air et d'ainsi élargir leurs intérêts en matière de loisirs. Les jeunes leaders en puissance apprennent des techniques et des méthodes de communication dont peut ensuite bénéficier le camp qu'ils fréquentent.

#### DIVISION DES OPÉRATIONS TOURISTIQUES ET RÉCRÉATIVES

##### RÔLE DES BUREAUX RÉGIONAUX

La Division des opérations touristiques et récréatives dispose d'un réseau de 24 bureaux régionaux qui assure la représentation du ministère à l'échelon local dans toute la province. Les 66 conseillers de la division travaillent directement avec les exploitants touristiques, les municipalités ainsi que les bénévoles et professionnels de loisirs à l'échelle locale et régionale.

Les bureaux régionaux représentent le premier point de contact pour les clients locaux qui veulent avoir accès aux subventions, aux programmes et aux ressources du ministère. Nos conseillers ne se contentent pas de traiter des demandes, ils fournissent des services de consultation et d'orientation aux entreprises, aux organismes communautaires et aux services municipaux de loisirs.

Cette année, les sections des opérations touristiques et des opérations récréatives ont donné respectivement 4 833 et 8 458 consultations,

increase. High priority went to the development of human resources to manage tourist and recreational facilities and run professional and volunteer organizations. A total of 17,237 clients participated in training events under the auspices of the field offices this year, a 29 per cent increase over last year.

Operations staff processed 4,764 recreation grants in 1985-86, an 86 per cent increase from 2,559 in 1984-85. The total includes Wintario grants as well as funding under the Community Recreation Centres Act, which assists with capital projects, Regulation 517, which provides operating support for municipal recreation, and two youth employment programs — Experience and Youth Corps.

#### ADVOCACY ROLE

In northern Ontario tourism is based on waters and forests. The Ministry plays a key advocacy role to defend tourism interests as these vital resources are developed.

This year, Ministry field staff consulted closely with the Ministry of Natural Resources on timber management planning issues. The goal was to protect existing tourist operations as well as future potential in areas where logging was being planned. The Ministry worked to ensure that road locations and cutting practices preserve the natural setting on which tourism depends.



soit des hausses de 5 pour 100 et de 9 pour 100 par rapport à l'exercice précédent. On a accordé une importance toute particulière au perfectionnement des ressources humaines dans les domaines de la gestion des installations touristiques et récréatives et de la direction d'organismes formés de professionnels et de bénévoles. En tout, 17 237 clients ont participé cette année à des séances de formation organisées par les bureaux régionaux, soit 29 pour 100 de plus que l'an dernier.

En 1985-1986, le personnel de la division a traité 4 764 subventions dans le secteur des loisirs, une augmentation de 86 pour 100 par rapport aux 2 559 de l'exercice précédent. Ces chiffres incluent les subventions Wintario ainsi que le financement accordé dans le cadre de la Loi sur les centres de loisirs communautaires, qui s'applique aux projets d'immobilisation, du règlement 517, qui assure une aide à l'exploitation des services municipaux de loisirs, et de deux programmes d'emploi pour les jeunes, Expérience et Brigades Jeunesse.

#### DÉFENSE DES INTÉRÊTS DU TOURISME

Dans le Nord de l'Ontario, le tourisme repose sur les eaux et les forêts. Le ministère joue un rôle de premier plan dans la défense des intérêts de l'industrie touristique lorsque ces deux ressources essentielles sont exploitées.

Cette année, le personnel des bureaux régionaux du ministère a étudié, en étroite collaboration avec le ministère des Richesses naturelles des questions relatives à la planification de la gestion des ressources forestières. Les consultations visaient à protéger les installations touristiques existantes ainsi que les lieux susceptibles d'être exploités par l'industrie du tourisme dans les zones où l'on envisage la mise en valeur des ressources forestières. Le ministère a ainsi veillé à ce que l'emplacement des routes et les méthodes de coupe n'endommagent pas le cadre naturel essentiel au tourisme.

The Ministry also cooperated with Natural Resources on the formulation of district fishery management plans. Again, in the process of balancing competing uses, the Ministry endeavoured to protect the resource for present and future tourists. Ministry operations staff express the tourism and recreation point of view on a number of interministerial committees in the north and elsewhere. This input helps keep overall government policy sensitive to tourist and recreational interests.

The Ministry, for example, is represented on the Parkway Belt West Review Committee, which is considering the future of the greenbelt corridor in central Ontario. The Ministry's objective is to preserve land for passive recreational use.

#### TOURISM — THE BOTTOM LINE

Twenty-six resort owners and executives from the central region convened in Huntsville this March at a conference on "Tourism—the Bottom Line" organized by the Ministry. Under the guidance of a professional facilitator, the group identified common business problems and opportunities.

Following-up the discussions when they returned home, participants began working on cooperative marketing programs, maintenance checklists, and staff training programs.

#### SOUTHWEST TOURISM NEEDS ASSESSED

Ministry field staff this summer designed and implemented a needs assessment process in the accommodation sector in the southwest region.



Le ministère a en outre collaboré avec le ministère des Richesses naturelles à l'élaboration de plans de gestion des ressources halieutiques à l'échelle des districts. Dans le cadre des efforts des deux ministères en vue d'équilibrer l'utilisation des ressources entre les deux industries, le ministère s'est porté à la défense des intérêts actuels et futurs du tourisme.

Le personnel de la division a fait valoir le point de vue de l'industrie du tourisme et des loisirs au sein d'un certain nombre de comités interministériels dans le Nord de la province et ailleurs. La participation du ministère incite le gouvernement à tenir compte des intérêts du tourisme et des loisirs dans ses politiques globales.

Par exemple, le ministère siège au Parkway Belt West Review Committee, qui se penche actuellement sur l'avenir de la ceinture de promenades dans le Centre de l'Ontario. Le ministère veut réserver l'usage des terrains à des loisirs passifs.

#### LE POINT SUR LE TOURISME

Vingt-six propriétaires et cadres supérieurs de centres de villégiature de la région Centre se sont réunis à Huntsville en mars dernier pour faire le point sur le tourisme lors de la conférence "Tourisme—un bilan" organisée par le ministère. Sous la direction d'un animateur professionnel, le groupe a cerné les problèmes et les débouchés commerciaux courants.

Par suite de leurs discussions, les participants ont entrepris de mettre sur pied des programmes conjoints de commercialisation, l'élaboration de listes d'entretien et la mise en place de programmes de formation du personnel.

#### ÉVALUATION DES BESOINS DU TOURISME DANS LA RÉGION DU SUD-OUEST

Pendant l'été, le personnel des bureaux régionaux a élaboré et mis en oeuvre un projet d'évaluation des besoins du secteur de l'hébergement dans le Sud-Ouest de l'Ontario. On a



Fifty-two establishments of varying sizes (representing 17 per cent of the fixed-roof accommodation industry) were interviewed personally to collect data on their marketing, operational and financial requirements.

Large, small and mid-size enterprises all highlighted education in marketing and advertising as the prime area where they need assistance. Counselling from someone in the business was named as the chief form of aid required to boost operating efficiency. Southwest regional staff will channel their energies to respond to the priorities identified.

#### TOURISM MARKETING INNOVATIONS

Ministry field staff work closely with the 12 regional travel associations funded under the Ontario Travel Association Program (OTAP). Consultants review regional marketing plans and in general assist the associations to develop effective sales tactics. Ministry staff also work with individual operators and communities to market tourist attractions and facilities.

In the southwest, for example, cooperative marketing this winter in the Grand Bend area led to a 25 per cent attendance jump at Pinery Provincial Park and increased occupancy at accommodation properties. Led by the Ministry's field office, the program enlisted the efforts of most area food service, accommodation and retail establishments as well as the Pinery Provincial Park in the promotion of winter activities.



interrogé les représentants de 52 établissements, grands et petits, afin de recueillir des données sur leurs besoins au chapitre de la commercialisation, de l'exploitation et des finances. L'échantillon représentait 17 pour 100 de l'industrie des établissements permanents d'hébergement.

Les entreprises de toutes tailles ont insisté sur le fait qu'elles avaient un urgent besoin d'aide à la formation dans les domaines de la commercialisation et de la publicité. Les services d'un conseiller de l'industrie semblent être la principale forme d'aide nécessaire pour accroître l'efficacité de l'exploitation. Le personnel des bureaux régionaux du Sud-Ouest orientera ses efforts en fonction des priorités ainsi établies.

#### NOUVEAUX PROJETS DE COMMERCIALISATION DU TOURISME

Le personnel des bureaux régionaux collabore étroitement avec les 12 associations touristiques régionales qui bénéficient d'une aide financière dans le cadre du Programme des associations touristiques de l'Ontario. Les conseillers du ministère révisent les plans de commercialisation régionale de ces associations et aident en général celles-ci à mettre au point des stratégies de vente efficaces. Le ministère travaille également à la commercialisation d'attractions et d'installations touristiques distinctes de concert avec les exploitants et les collectivités.

Dans le Sud-Ouest, par exemple, un projet de commercialisation coopérative entrepris cet hiver dans la région de Grand Bend a entraîné une augmentation de 25 pour 100 du nombre de visiteurs au parc provincial Pinery et une hausse du taux d'occupation des établissements d'hébergement. Par l'intermédiaire de son bureau régional, le ministère s'est assuré le concours de la plupart des entreprises de restauration, d'hébergement et de vente au détail de la région de même que leur participation à la promotion des activités hivernales.

IN THE CARPENTER'S SHOP AT SAINTE-MARIE AMONG THE HURONS (1639-1649) A COSTUMED HISTORICAL INTERPRETER DEMONSTRATES 17TH CENTURY WOODWORKING TECHNIQUES AS HE CARVES A WOODEN BOWL FROM A BLOCK OF WOOD. THIS LIVING HISTORY SITE NEAR MIDLAND, ONTARIO IS A RECONSTRUCTION OF THE FIRST EUROPEAN COMMUNITY IN WHAT IS NOW ONTARIO.

DANS L'ATELIER DE MENUISERIE DE SAINT-MARIE-AU-PAYS-DES-HURONS (1639-1649), UN ACTEUR EN COSTUME D'ÉPOQUE DÉMONTRE LES TECHNIQUES DE TRAVAIL DU BOIS DU XVII<sup>E</sup> SIÈCLE POUR SCULPTER UNE ÉCUELLE À PARTIR D'UN BLOC DE BOIS. CE SITE HISTORIQUE VIVANT, PRÈS DE MIDLAND (ONTARIO) EST UNE RECONSTITUTION DE LA PREMIÈRE COMMUNAUTÉ EUROPÉENNE DANS CE QUI EST AUJOURD'HUI L'ONTARIO.





In January 1986, two tourism consultants from the northeast region embarked on a productive marketing mission to West Germany. They worked with a German tour wholesaler/retailer to design attractive travel packages featuring four- and five-star accommodation properties in northeastern Ontario.

#### WEST GERMAN INVESTMENT MISSION

Several tourism development projects in eastern Ontario are on hold awaiting equity financing. This year the Ministry helped bring developers together with West German investors in a joint project with the Ministry of Industry, Trade and Technology and seven municipalities.

Twenty-five West German prospects travelled to Ontario to hear presentations and visit potential sites in Belleville, Kingston, Brockville, Ottawa, Cornwall, Peterborough, Pembroke and Renfrew County. About half the group was directly interested in tourism and the rest in manufacturing.

Over nine days in June, the mission reviewed investment opportunities in waterfront hotels, destination resorts, themed attractions and acquisitions. While such projects often take years to evolve, already four German entrepreneurs have decided to immigrate to Canada as a result of their visit.



En janvier 1986, deux conseillers en tourisme de la région Nord-Est ont pris part à une mission commerciale fructueuse en Allemagne de l'Ouest. Ils ont travaillé avec un voyageur et agent de voyages allemand à la conception de forfaits intéressants prévoyant l'hébergement dans des établissements du Nord-Est de l'Ontario ayant une cote de quatre ou cinq étoiles.

#### MISSION AUPRÈS D'INVESTISSEURS OUEST-ALLEMANDS

Plusieurs projets de développement touristique sont en suspens dans l'Est de l'Ontario en raison de la rareté des capitaux propres. Dans le cadre d'un projet entrepris de concert avec le ministère de l'Industrie, du Commerce et de la Technologie et sept municipalités, le ministère a contribué à une prise de contact entre des promoteurs ontariens et des investisseurs de la République fédérale d'Allemagne.

En juin, 25 investisseurs ouest-allemands sont venus en Ontario pendant neuf jours pour assister à des conférences et visiter des sites ayant un potentiel touristique à Belleville, Kingston, Brockville, Ottawa, Cornwall, Peterborough, Pembroke et dans le comté de Renfrew. Environ la moitié d'entre eux s'intéressaient directement au tourisme, les autres à la fabrication.

Les visiteurs ouest-allemands ont envisagé la possibilité d'investir dans des hôtels riverains, des centres de villégiature, des attractions thématiques et des acquisitions. Bien que les résultats de tels projets se fassent souvent attendre plusieurs années, quatre entrepreneurs allemands ont déjà décidé de s'installer au Canada.



## NORTHERN DEVELOPMENT

The Northern Ontario Regional Development or NOR-DEV Program is funded by the Ministry of Northern Development and Mines to promote economic growth in the region. Ministry of Tourism and Recreation field offices in the north carry out the tourism component of the program.

In 1985-86, 104 grants totalling \$1.5 million were awarded to assist in marketing accommodation facilities, while six grants totalling \$148,000 supported feasibility studies. The government funding levered an additional \$2.5 million in project investment.

NOR-DEV, for example, backed the "Three Steps North" marketing campaign in which Agawa Canyon Tour, 30,000 Islands Cruise and Science North collaborated to promote a circle tour of northeastern Ontario.

## RECREATION PLANNING GAINS IMPETUS

Planning is imperative to meet future recreation needs. Two in-depth planning institutes organized by the Ministry in the central region each attracted 32 participants. As a result of this exposure, Hamilton, Oshawa, Scarborough and Whitby began developing recreation master plans, while Mississauga and the City of Toronto started work on recreation marketing plans.

The Ministry's Community Recreation Planning Program in 1985-86 provided \$963,000 to assist 67 municipalities and non-profit organizations to obtain professional expertise to shape the future development of recreation services.



## DÉVELOPPEMENT DU NORD

Le ministère du Développement du Nord et des Mines finance le Programme de développement du Nord de l'Ontario en vue de promouvoir la croissance économique de cette région. Les bureaux régionaux du ministère du Tourisme et des Loisirs dans la région du Nord s'occupent du volet touristique de ce programme.

En 1985-1986, la région a reçu 104 subventions totalisant 1,5 million de dollars pour la commercialisation des établissements d'hébergement. De plus, six subventions s'élevant à 148 000 \$ ont financé des études de faisabilité. Le financement accordé par le gouvernement a suscité des investissements supplémentaires de 2,5 millions.

Le programme NOR-DEV, par exemple, est venu en aide à la campagne publicitaire "Trois étapes du Nord" dans le cadre de laquelle Agawa Canyon Tour, 30 000 Islands Cruise et Science Nord ont collaboré à la promotion d'un voyage dans le Nord-Est de l'Ontario.

## LA PLANIFICATION DES LOISIRS EN PLEIN ESSOR

La planification est essentielle à la satisfaction des besoins futurs de la population en matière de loisirs. Deux projets de planification approfondie organisés par le ministère dans la région Centre ont attiré 32 participants chacun. Par suite de leur participation à ces programmes, Hamilton, Oshawa, Scarborough et Whitby ont entrepris l'élaboration de plans directeurs, tandis que Mississauga et la ville de Toronto se sont attaquées à la formulation de plans de commercialisation des loisirs.

Dans le cadre de son Programme de planification des loisirs communautaires, le ministère a versé cette année 963 000 \$ à 67 municipalités et organismes sans but lucratif afin qu'ils aient recours aux services de professionnels pour orienter l'expansion de leurs services de loisirs.

The program supported recreation plans, which are broad future-oriented reviews of total community leisure services, as well as feasibility studies of alternative facility developments, and operational reviews to improve the efficiency and effectiveness of existing services.

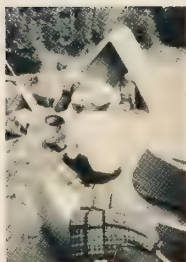
The Thunder Bay Parks and Recreation Department, for example, received assistance for the third and final phase of a three-year master planning study. Department staff worked with private consultants to determine current user preferences and project future programming and facility requirements.

The Township of Beckwith, a rural community near Carleton Place in eastern Ontario, drafted a 10-year recreation master plan with the help of a Ministry grant. The plan sets out a detailed timetable for steps to improve programs, facilities and administration.

The Laurentian Ski Club in North Bay conducted a complete operational review to see where money could be saved and efficiency increased. As a result of the Ministry-backed study, the club prepared a marketing plan to attract new members and boost facility utilization.

#### SERVICE COORDINATION IMPROVES

The overall goal of the Community Recreation Planning Program is to promote teamwork among recreation providers by encouraging the combination of existing services and the cooperative development of future services. Ministry field offices reinforced this direction in several ways.



Le programme contribue à la planification des loisirs, c'est-à-dire à une révision prospective de l'ensemble des services de loisirs communautaires, aux études de faisabilité portant sur la mise en place d'installations de remplacement et aux révisions opérationnelles ayant pour objet l'amélioration de l'efficacité des services existants.

Le service des parcs et des loisirs de Thunder Bay, par exemple, a reçu de l'aide pour la troisième et dernière étape d'une étude de planification-cadre de trois ans. Les employés municipaux ont travaillé de concert avec des experts-conseils du secteur privé afin de déterminer les préférences actuelles des usagers et de prévoir les besoins futurs au chapitre des installations et de la programmation.

Le canton de Beckwith, agglomération rurale située près de Carleton Place dans l'Est de l'Ontario, a fait l'ébauche d'un plan directeur des loisirs pour la prochaine décennie grâce à une subvention du ministère. Le plan comporte un échéancier détaillé des étapes qui mèneront à l'amélioration des programmes, des installations et de l'administration des loisirs.

Le Club de ski Laurentien, de North Bay, a procédé à une révision complète de ses activités afin de réduire ses dépenses et d'accroître son efficacité. Grâce à l'étude financée par le ministère, le club a préparé un plan de commercialisation visant à attirer de nouveaux membres et à permettre une utilisation plus complète des installations.

#### AMÉLIORATION DE LA COORDINATION DES SERVICES

L'objectif global du Programme de planification des loisirs communautaires est de promouvoir la collaboration entre les exploitants d'installations récréatives par le biais du jumelage des services existants et de la création conjointe de services pour l'avenir. Les bureaux régionaux du ministère ont appuyé cette orientation de diverses façons.

Central region encouraged the development of the Durham Fitness Council, a network of private, public and volunteer recreation agencies. Formed to share information on programs, services and training opportunities in the Durham Region, the council began to consider ways to coordinate planning and program delivery.

In Prince Edward County, Ministry operations staff helped organize an association of seven municipalities to foster cooperation in planning, programming and the use of facilities. Individual municipalities accepted responsibility for one or more recreation programs to be offered throughout the county.

#### WINTARIO DEVELOPMENT GRANTS MORE FLEXIBLE

Prior to 1985-86 the Ministry offered Wintario Development grants in a variety of specific categories. A project had to fit into one of these to obtain funding. This year eligibility was extended to any project advancing the program's broad objectives.

These general objectives are to increase participation in recreation, to improve the quality of activity leadership, and to increase the organizational stability and effectiveness of recreation groups. Projects serving senior citizens, disabled persons and women received special emphasis in 1985-86, as did those providing programs for young people during International Youth Year.



Dans la région Centre, le ministère a favorisé la mise en place du Conseil de la condition physique de Durham, un réseau d'organismes de loisirs bénévoles, publics et privés. Créé afin de partager de l'information sur les programmes, les services et les activités de formation dans la région de Durham, le conseil a commencé à envisager différents moyens de coordonner la planification et la prestation des programmes.

Dans le comté de Prince Edward, le personnel de la division a contribué à la formation d'une association de sept municipalités en vue de stimuler la coopération en matière de planification, de programmation et d'utilisation des installations. Chaque municipalité s'est engagée à offrir un ou plusieurs programmes de loisirs à l'ensemble de la population du comté.

#### ÉLARGISSEMENT DU CADRE D'ADMISSIBILITÉ AUX SUBVENTIONS WINTARIO

Avant 1985-1986, le ministère offrait des subventions Wintario dans diverses catégories bien définies. Pour bénéficier d'une aide financière, un projet devait s'inscrire dans l'une ou l'autre de ces catégories. Cette année, le fait que le projet contribue à la réalisation des objectifs généraux du programme constituait le seul critère d'admissibilité.

Ces objectifs généraux sont les suivants : participation accrue aux activités récréatives, perfectionnement des animateurs en loisirs ainsi que stabilité augmentée et efficacité organisationnelle accrue des groupes de loisirs. Les projets à l'intention des personnes âgées, des handicapés et des femmes ont reçu une attention particulière en 1985-1986, tout comme les projets prévoyant des programmes pour les jeunes pendant l'Année internationale de la jeunesse.



This more flexible approach is designed to encourage creativity and innovation in meeting community recreation needs. In 1985-86, the Wintario Development program awarded 1,246 grants totalling \$7.7 million, compared with 971 grants totalling \$5.1 million last year.

Wintario Development funds enabled the Kingston and District Association of Parents of Physically Handicapped Children to introduce a sledge hockey program. This team sport is an adaptation of ice hockey for disabled players, who move about the ice on small aluminum sleds called sledges. Thanks to this Ministry-backed project, disabled children in Kingston can now participate on the ice instead of watching from the stands.

The Canadian Amateur Swimming Association in the northwest region received a grant to bring local clubs together for a regional planning meeting. Major aims were to reduce the overlap of training opportunities and coordinate the scheduling of meets.

A Wintario Development grant supported Ottawa's first Girls' and Women's Fitness and Sports Festival, which drew 4,500 participants this September. Attended by the area's leading female athletes, the event featured displays and demonstrations by 100 sport clubs.

#### LONDON MARKS INTERNATIONAL YOUTH YEAR

In London, 136 youth-serving agencies will work together more effectively as the result of an International Youth Year survey of recreation opportunities for 13 to 24 year olds.



La plus grande souplesse du programme vise à favoriser la mise au point de solutions créatives et innovatrices aux besoins récréatifs communautaires. En 1985-1986, 1 246 subventions Wintario au titre du développement d'une valeur totale de 7,7 millions de dollars ont été accordées, comparativement à 971 subventions s'élevant à 5,1 millions l'an dernier.

Les subventions Wintario au titre du développement ont permis à la Kingston and District Association of Parents of Physically Handicapped Children de mettre sur pied un programme de hockey-traîneau. Ce sport d'équipe est une adaptation du hockey sur glace pour les handicapés. Les joueurs se déplacent sur la glace dans de petits traîneaux d'aluminium. Grâce à l'aide du ministère, les enfants handicapés de Kingston peuvent maintenant être dans le feu de l'action plutôt que relégués aux gradins.

L'Association canadienne de natation amateur de la région Nord-Ouest a reçu une subvention devant servir à rassembler les clubs locaux en vue d'une réunion de planification régionale. Cette réunion visait principalement à réduire le chevauchement des ressources servant à l'entraînement et à coordonner l'établissement du calendrier des rencontres.

Une subvention Wintario a été accordée au premier Festival féminin des sports et de la condition physique auquel ont participé 4 500 femmes et jeunes filles en septembre à Ottawa. L'événement a attiré les meilleures athlètes de la région et a permis à 100 clubs sportifs de présenter leurs activités par le biais d'expositions et de démonstrations.

#### LONDON SOULIGNE L'ANNÉE INTERNATIONALE DE LA JEUNESSE

À London, 136 organismes de services à la jeunesse collaboreront plus efficacement par suite d'un sondage sur les activités de loisirs offertes aux jeunes de 13 à 24 ans. Ce projet,

Called "Operation Y.E.S." meaning Youth Enabling Services, the project was undertaken by the Public Utilities Commission Recreation Department, the Memorial Boys and Girls Club and the Ministry through the Experience '85 program.

The survey results were published in an information and planning booklet with the help of a Wintario Development grant. The report lists currently available services and outlines trends and population data as a basis for future planning.

#### NORTHWEST GETS FIT

Fitness ranked as a top priority in the northwest region this year. In an event promoted and coordinated by the Ministry, 11 North Shore communities joined in a spring 1985 Sports and Fitness Challenge. Thirty-seven per cent of the area's population participated in such activities as cycling, swimming and jogging.

In an employee fitness initiative, northwest consultants worked with the Ministry of Natural Resources to conduct a pilot fitness project for forest fire fighters. This had a positive impact: staff had fewer accidents and were absent less frequently during summer fire months.

Natural Resources has decided to continue the project on a regular basis. Job applicants are now screened in relation to fitness standards, and employees are assessed periodically and given personal exercise programs to be performed on the job site during working hours.



connu sous le nom de "Opération Y.E.S." (Youth Enabling Services), a été entrepris dans le cadre de l'Année internationale de la jeunesse par la section des loisirs de la commission des services publics, le Memorial Boys and Girls Club et le programme Expérience 85 du ministère.

Une subvention Wintario au développement a servi à la publication d'une brochure d'information et de planification contenant les résultats du sondage. Le rapport dresse la liste des services actuellement offerts, fournit des données démographiques et souligne les tendances pour faciliter la planification des services pour les prochaines années.

#### LE NORD-OUEST SE MET EN FORME

La région Nord-Ouest a accordé une très grande importance à la condition physique cette année. Onze collectivités du Nord ont participé au Challenge des sports et de la condition physique, qui a eu lieu au printemps 1985 et dont le ministère a assuré la promotion et la coordination. En tout, 37 pour 100 de la population de la région a participé à des activités comme le cyclisme, la natation et la course à pied.

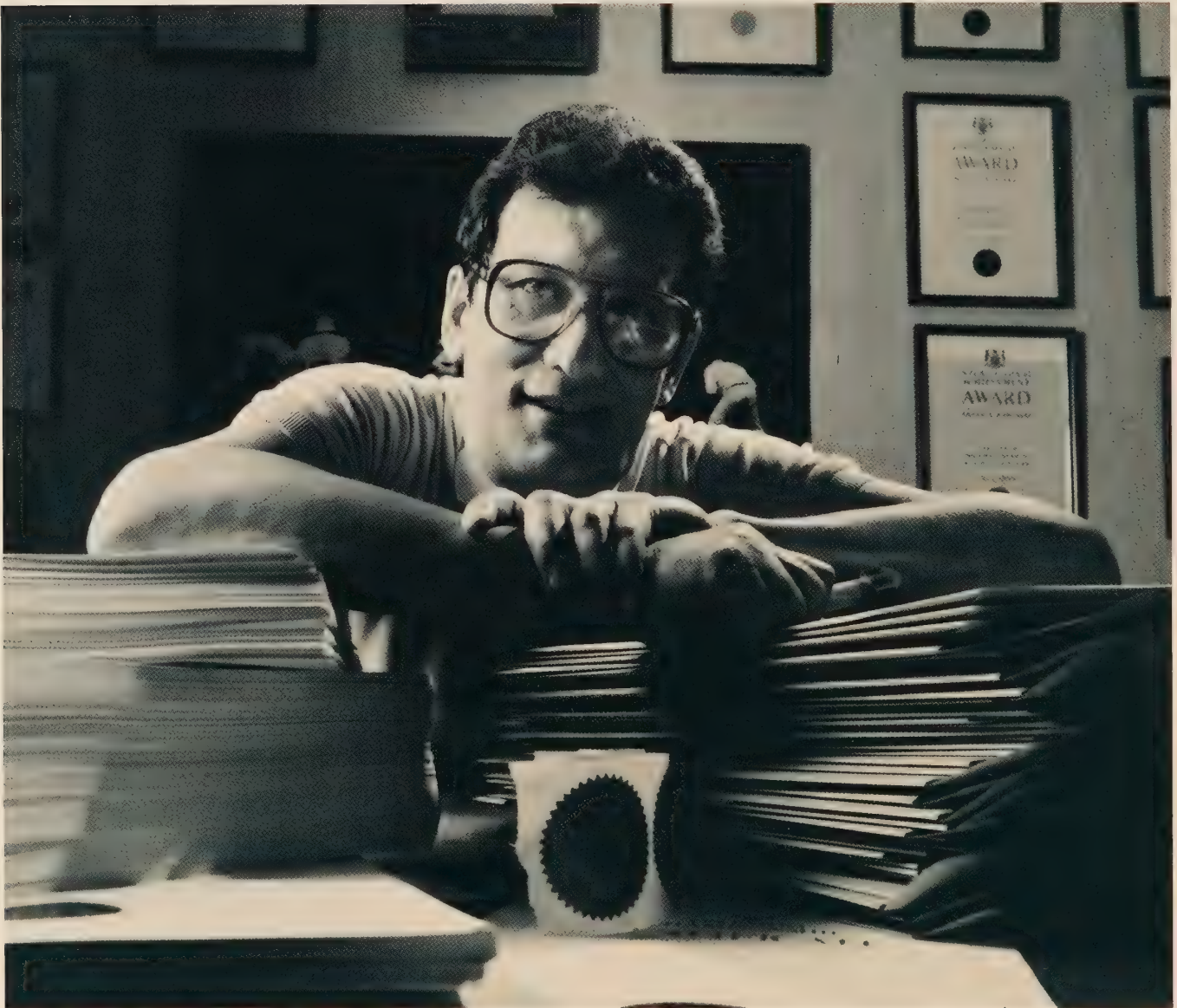
Les conseillers de la région Nord-Ouest ont travaillé de concert avec le ministère des Richesses naturelles dans le cadre d'un programme de conditionnement physique en milieu de travail destiné aux pompiers qui luttent contre les incendies de forêt. Ce projet-pilote a donné des résultats intéressants : une réduction du nombre d'accidents et de l'absentéisme pendant les mois d'été propices aux incendies.

Le ministère des Richesses naturelles a décidé d'instaurer ce programme sur une base régulière. La condition physique est maintenant un critère d'embauchage. Les employés sont évalués régulièrement et reçoivent des programmes d'exercice personnalisés qu'ils doivent effectuer pendant leurs heures de travail.



IN 1985-86, MORE THAN 12,000 INDIVIDUALS AND GROUPS WERE PRESENTED WITH AWARDS OR PLAQUES IN RECOGNITION OF THEIR CONTRIBUTIONS TO AMATEUR SPORTS IN ONTARIO. SINCE ASSUMING RESPONSIBILITY FOR THE AWARDS PROGRAM SEVEN YEARS AGO, JERRY KAPLAN, COORDINATOR OF AWARDS AND TRAVELCADE, HAS EXPANDED THE PROGRAM TO INCLUDE CORPORATIONS AND INDIVIDUALS INVOLVED IN THE FITNESS MOVEMENT IN ONTARIO.

EN 1985-1986, PLUS DE 12 000 PERSONNES ET GROUPES ONT REÇU DES PLAQUES COMMÉMORATIVES ET DES RÉCOMPENSES POUR LEUR CONTRIBUTION AUX SPORTS AMATEURS EN ONTARIO. DEPUIS 7 ANS QU'IL ADMINISTRE LE PROGRAMME DE RÉCOMPENSES, JERRY KAPLAN, COORDONNATEUR DES RÉCOMPENSES ET DE TRAVELCADE, A ÉLARGI LE PROGRAMME AUX ENTREPRISES ET AUX PERSONNES QUI S'INTÉRESSENT À LA CONDITION PHYSIQUE EN ONTARIO.





## HUMAN RESOURCES DEVELOPMENT

Ministry field staff arranged training events for fitness leaders, coaches, facilities managers, recreation professionals, playleaders, new municipal councillors, and other recreation practitioners across the province. Many workshops were held in French as well as English.

In the east the Ministry helped organize the region's first conference for French-speaking recreation leaders, an event which attracted 140 volunteers. Regional Training Institutes for Sport Administrators drew 200 participants in the north-west and 88 in the east.

## WORKING WITH COMMUNITY GROUPS

Many Ontario communities are moving toward neighbourhood-based, volunteer-run recreation programs. In cooperation with head office recreation staff, the southwest region offered a workshop in Forest this December to increase the effectiveness of the recreation professional as a facilitator.

The three-day session on "Working with Community Groups" trained professionals to help volunteers develop leadership skills and teamwork. Similar programs were offered in other regions, in Thunder Bay, Sudbury and Ottawa.

## PLANNING AND ADMINISTRATION DIVISION

### HUMAN RESOURCES PLAN SEEKS PRODUCTIVITY THROUGH PEOPLE

In a major initiative with a direct impact on all Ministry staff, the Planning and Administration Division this year created a task force to



## MISE EN VALEUR DES RESSOURCES HUMAINES

Le personnel des bureaux régionaux du ministère organise des séances de formation à l'intention des moniteurs en conditionnement physique, des entraîneurs, des administrateurs d'installations récréatives, des professionnels des loisirs, des animateurs de jeux, des nouveaux conseillers municipaux et des autres praticiens du domaine partout dans la province. Les ateliers ont lieu dans l'une ou l'autre des langues officielles.

Dans la région Est, le ministère a contribué à l'organisation de la première conférence des animateurs de loisirs de langue française, à laquelle ont participé 140 bénévoles. Les instituts régionaux de formation pour les administrateurs sportifs ont attiré 200 participants de la région Nord-Ouest et 88 de la région Est.

## LE TRAVAIL AVEC LES GROUPES COMMUNAUTAIRES

De nombreuses collectivités ontariennes s'orientent vers les programmes récréatifs de quartier dirigés par des bénévoles. En collaboration avec le personnel de l'administration centrale responsable des loisirs, la région Sud-Ouest a offert un atelier à Forest en décembre. Cet atelier visait à faire des professionnels en loisirs des animateurs plus efficaces.

L'atelier de trois jours sur le travail avec les groupes communautaires avait pour but d'apprendre aux professionnels du domaine à aider les bénévoles à parfaire leurs aptitudes au leadership et à mieux travailler en équipe. Des programmes semblables ont été offerts dans d'autres régions, à Thunder Bay, à Sudbury et à Ottawa.

## DIVISION DE LA PLANIFICATION ET DE L'ADMINISTRATION

### LE PLAN DE GESTION DES RESSOURCES HUMAINES VISE LA PRODUCTIVITÉ

La Division de la planification et de l'administration a formé cette année un groupe de travail chargé d'élaborer

develop a human resources plan for the entire Ministry. The stronger focus on people as a key asset mirrors the government-wide emphasis on human resources management.

Comprised of three senior personnel staff, the task force oversaw the review of all Ministry job descriptions, the development of a performance management system and the preparation of the proposal for a succession plan. Half-day seminars were held in February and March in five centres around the province to inform non-supervisory employees about the task force activities.

Each Ministry division appointed a committee linked with the task force to review job descriptions and see that the revised duties were discussed with each employee. The rewritten descriptions were then forwarded to the task force for classification.

The Ministry's new performance management system was scheduled to be introduced April 1, 1986. Under the concept, the manager and the employee agree on specific job objectives and the employee's performance is evaluated in terms of how well those goals are achieved.

To orient employees to the new performance management system, two-day workshops were held for all supervisory and management staff, while half-day seminars were held for all other staff.

A senior management committee devised the succession plan, which identifies employees ready to move into specific executive and management positions should vacancies



un plan de gestion des ressources humaines pour l'ensemble du ministère, importante initiative qui a eu des répercussions directes sur tous les employés du ministère. L'importance accrue accordée au personnel en tant qu'élément clé des activités du ministère reflète bien l'accent que le gouvernement veut mettre sur la gestion des ressources humaines.

Le groupe de travail est formé de trois cadres supérieurs de la Direction du personnel. Il a supervisé la révision de toutes les descriptions de poste, l'élaboration d'un système d'appréciation du rendement et la préparation d'un plan de relève au sein du ministère. Des séminaires d'une demi-journée ont eu lieu en février et en mars dans cinq centres de la province en vue d'informer les non-cadres des activités du groupe de travail.

Toutes les divisions du ministère ont formé un comité qui relevait du groupe de travail. Ces comités étaient responsables de la révision des descriptions de poste et veillaient à ce que l'on discute avec les employés visés des modifications apportées aux fonctions. Les nouvelles descriptions de poste étaient ensuite envoyées au groupe de travail, qui assurait leur classification.

L'instauration du nouveau système d'appréciation du rendement au sein du ministère était prévue pour le 1<sup>er</sup> avril 1986. Selon ce nouveau concept, l'employé et son supérieur s'entendent sur des objectifs de travail précis et le rendement de l'employé est évalué en fonction de la mesure dans laquelle ces objectifs sont atteints.

Pour que tous les employés se familiarisent avec le nouveau système, le ministère a organisé des ateliers de deux jours à l'intention du personnel cadre et des gestionnaires ainsi que des ateliers d'une demi-journée s'adressant à tous les autres employés.

Un comité formé de cadres supérieurs s'est chargé de l'élaboration d'un plan de relève conçu pour déterminer quels employés auraient les compétences nécessaires pour être promus

occur. The objective was to match the career development plans of individuals with the organizational planning of the Ministry. The succession plan will be scheduled for introduction in 1986-87.

#### ADMINISTRATIVE FUNCTIONS

The division this year continued its on-going role of keeping Ministry operations running smoothly and advising other divisions and agencies on planning, financial and administrative matters.

Planning and Administration brings an overall corporate perspective to proposals and initiatives developed by the program areas. The division supervises Ministry expenditures, liaises with the government's central agencies such as Treasury and Management Board, and oversees the sharing of support services with other ministries.

Planning and administration staff act as the chief liaison with the nine agencies which report directly to the minister, and coordinate liaison between the remaining four agencies and the relevant program divisions.

#### STRATEGIC POLICY BRANCH

##### NEW FOCUS ON POLICY DEVELOPMENT

In August 1985, the Ministry created the Strategic Policy Branch to oversee strategic planning and policy development and to advise the minister and deputy minister.

The new branch provides corporate policy analysis for the Deputy Minister and Minister in support of their participation in interministerial committees, Cabinet committees and Cabinet. It also keeps the Ministry's



à des postes de direction ou de gestion si ceux-ci devenaient vacants. Il s'agissait en fait de faire le lien entre le plan de carrière de chaque employé et la planification organisationnelle du ministère. La mise en oeuvre du plan de relève est prévue pour 1986-1987.

#### FONCTIONS ADMINISTRATIVES

Cette année encore, la division a veillé à ce que les activités du ministère se déroulent sans heurts et a conseillé les autres divisions et organismes en matière de planification, de finances et d'administration.

La Division de la planification et de l'administration s'assure que les propositions et les initiatives élaborées dans le cadre des divers programmes s'inscrivent dans une perspective plus globale à l'échelle du ministère. La division supervise les dépenses du ministère, sert de lien avec les organismes centraux comme le Conseil du trésor et le Conseil de gestion du gouvernement de l'Ontario et surveille le partage des services de soutien avec les autres ministères.

Le personnel de la division sert de lien principal avec les neuf organismes qui relèvent directement du ministère, en plus de coordonner les relations entre les quatre autres organismes du ministère et les divisions appropriées.

#### DIRECTION DE LA PLANIFICATION STRATÉGIQUE

##### UN ACCENT RENOUVELÉ SUR LA FORMULATION DES POLITIQUES

En août 1985, le ministère a mis sur pied la Direction de la planification stratégique afin de coordonner la planification stratégique et la formulation des politiques et de conseiller le ministre et le sous-ministre.

La nouvelle direction prépare des analyses de politiques ministérielles à l'intention du ministre et du sous-ministre en vue de leur participation aux réunions de comités interministériels, du Conseil des ministres et de ses comités. Elle renseigne également les diverses divisions sur les projets touchant le tourisme et les



various divisions informed on developments in other ministries affecting tourism and recreation. The Branch works closely with Ministry staff to identify emerging issues and to coordinate the preparation of appropriate policy proposals.

The branch is responsible for the Tourism and Recreation response to a range of interministerial matters, such as environmental assessments, demographic studies and land use plans. It also coordinates the Ministry's input and response to the Speech from the Throne, the Budget Statement and major government reports.

Working under the direction of the minister and the deputy minister, the branch introduced a corporate strategic planning process in 1985-86. In the first year of the cycle, the branch produced a Strategic Directions Paper which sets out a basic framework for new tourism and recreation initiatives to meet client needs.

## COMMUNICATIONS BRANCH

The Communications Branch serves the corporate communication needs of the Ministry. The branch serves the minister and the Ministry's senior management by developing policies and recommendations on the delivery of information and by creating information products that reach the Ministry's various audiences in the most timely and effective manner possible. Thanks to office automation the branch was able to meet an increased demand for written material.

The media relations unit ensures that media enquiries and all questions from the public are dealt with promptly and thoroughly (all branch staff, in fact, are trained to respond

loisirs qui sont mis en oeuvre par les autres ministères. La direction travaille par ailleurs en étroite collaboration avec le personnel du ministère afin de cerner les nouvelles questions touristiques et récréatives et de coordonner la préparation des projets de politiques appropriés.

La direction est en outre chargée de préparer la réaction du ministère du Tourisme et des Loisirs à des questions touchant plusieurs ministères, comme les évaluations environnementales, les études démographiques et l'établissement des plans d'aménagement du territoire. Elle coordonne de plus la contribution et la réponse du ministère au discours du Trône, à la présentation du budget, et aux principaux rapports du gouvernement.

Sous la supervision du ministre et du sous-ministre, la direction a instauré un processus de planification stratégique à l'échelle du ministère au cours de l'exercice. Pendant la première année qui a suivi sa création, elle a préparé un document d'orientation stratégique définissant un cadre qui permettra de préparer de nouveaux projets afin de satisfaire les besoins des clients en matière de tourisme et de loisirs.

## DIRECTION DES COMMUNICATIONS

La Direction des communications fournit des conseils sur les communications au sein du ministère. Elle élabore des politiques et formule des recommandations sur la diffusion de l'information à l'intention du ministre et des cadres supérieurs du ministère et produit des documents d'information qui atteignent les divers groupes intéressés par le travail du ministère de la façon la plus opportune et la plus efficace possible. Grâce à la bureautique, la direction a pu satisfaire à la demande croissante en matière de publications. La section des relations avec les médias s'assure que l'on répond le plus rapidement possible et avec exactitude aux demandes de renseignements formulées par les médias et le grand public. En fait, tous les employés de la direction sont formés

accurately and helpfully to public enquiries). Media releases and media backgrounders on Ministry programs and projects are disseminated to newspapers, TV and radio stations as well as to special interest publications throughout the province.

Detailed information about Ministry programs is provided through corporate publications such as the Annual Report and in publications from the Ministry's various branches. These booklets, brochures and posters are the responsibility of the Communications publication unit, which ensures that the Ministry conveys a high standard of presentation and a constant, recognizable visual identity. Last year the M.T.R. Annual Report was published in both English and French—a first for the Ministry. The report was in such demand that twice as many copies of this year's report have been ordered. In addition to producing the annual report, the Communications Branch assisted Ministry program areas with the production of 60 publications as well as an assortment of posters and plaques.

Tourism and recreation appeal to diverse special interest groups. The minister and senior Ministry staff are called on to address these groups, represent the Ministry on special occasions, at openings of tourism and recreation projects and at legislative events such as Estimates. The editorial unit of the Communications Branch produces speeches, statements and remarks to meet this demand, as well as other written material such as scripts and general reports. During a one month period the editorial unit may be called on to produce more than a dozen such written projects.

The Communications Branch plays a key role in the Ministry meeting the Ontario Government's French Lan-

pour répondre de façon précise et avec courtoisie aux demandes de renseignements qui sont adressées au ministère. La section prépare en outre des communiqués de presse et des documents d'information sur les programmes et les projets du ministère et les diffuse dans toute la province par l'intermédiaire de la télévision, de la radio et de la presse ainsi que des publications spécialisées.

Le rapport annuel et les publications des diverses directions fournissent des renseignements détaillés sur les programmes du ministère. La section de diffusion des publications est responsable de ces dépliants, brochures et affiches et doit veiller à la qualité et à l'uniformité de la présentation des documents ministériels. L'an dernier, le rapport annuel du ministère a été publié pour la première fois dans les deux langues officielles. La demande a été telle que l'on a imprimé deux fois plus d'exemplaires du présent rapport. En plus d'avoir veillé à la production du rapport annuel, la Direction des communications a collaboré avec les divers secteurs de programmes à la préparation de 60 publications et d'une série d'affiches et d'insignes.

Le tourisme et les loisirs suscitent l'intérêt de divers groupes. Le ministre et les cadres supérieurs du ministère doivent souvent s'adresser à ces groupes, représenter le ministère lors d'événements spéciaux, lors de l'ouverture de nouvelles installations touristiques ou récréatives par exemple, ou lors de sessions spéciales du Parlement, comme celle de la présentation des prévisions budgétaires. La section de rédaction de la Direction des communications rédige les discours, les exposés et les commentaires requis pour ces occasions, de même que certains autres documents écrits, comme des communiqués et des rapports d'ordre général. La section de rédaction peut être appelée à rédiger plus d'une dizaine de documents de ce genre par mois.

La Direction des communications joue un rôle de premier plan au chapitre du respect des exigences du gouvernement de l'Ontario en ma-



guage Services requirements. The Ministry's French services were assessed through a survey. The designation and evaluation of positions requiring a French language component within the Ministry began and public relations functions were developed to meet the needs of the Ministry's francophone audiences.

The Communications Branch ties the Ministry's personnel together through its monthly internal publication, *Newsline*. *Newsline*'s content and photography are produced by the Communications Branch. Stories are written with input from correspondents—Ministry employees who work in the various program areas and in Ministry offices throughout Ontario.

#### MINISTRY AGENCIES GENERATE TRAVEL

The operating agencies which report to the Ministry significantly expand the tourism and recreation choices open to Ontario residents and visitors.

These Ministry affiliates offer varied recreational experiences, from scenic beauty to fitness activities to cultural enjoyment. As major destination attractions, they generate travel thereby stimulating the tourism industry as a whole. One Ministry agency manages provincial lotteries, which produce significant revenues for recreational programs.

#### HURONIA HISTORICAL PARKS

The Huronia Parks offer two heritage attractions—the Historic Naval and Military Establishments, a restored 19th century British naval and military base in Penetanguishene,



rière de services en langue française. Les services en français offerts par le ministère ont d'ailleurs été évalués au moyen d'une enquête. On a également entrepris la désignation et l'évaluation des postes où le bilinguisme est exigé et des postes de relations publiques ont été instaurés afin de répondre aux besoins des francophones.

La Direction des communications assure le lien entre tous les employés du ministère par l'intermédiaire du bulletin mensuel interne "*Newsline*" dont la rédaction et la photographie sont la responsabilité de la direction. Les articles sont rédigés en collaboration avec un réseau de correspondants composé d'employés du ministère travaillant aux divers programmes et dans les bureaux régionaux de l'ensemble de la province.

#### LES ORGANISMES RELEVANT DU MINISTÈRE FAVORISENT LES VOYAGES

Les organismes d'exploitation qui relèvent du ministère accroissent considérablement l'éventail des choix offerts aux Ontariens et aux visiteurs en matière de tourisme et de loisirs.

Ils permettent à tous de vivre de nombreuses expériences récréatives, allant de la contemplation de paysages grandioses aux activités de conditionnement physique, en passant par les plaisirs culturels. Comme ils offrent d'importantes attractions, ces organismes invitent au voyage et stimulent donc l'ensemble de l'industrie touristique. Un de ces organismes administre les loteries provinciales, qui produisent des revenus très importants affectés aux programmes de loisirs.

#### LES PARCS HISTORIQUES DE LA HURONIE

Les parcs de la Huronie offrent deux attractions touristiques à caractère historique : les Établissements historiques navals et militaires de Penetanguishene, un chantier naval et une



and Sainte-Marie among the Hurons, a reconstructed 17th century French Jesuit mission near Midland. A highlight of the year was the completion of a strategic planning study expected to shape the development of the two historical parks over the next decade.

Both attractions represent major educational resources. In 1985-86, some 30,000 students visited the two sites comprising 1,000 school tours and programs. The agency conducted a thorough review of trends in school trips as the basis for a marketing strategy targeted to the educational sector next year.

Sainte-Marie and the Establishments presented a total of 12 special events and programs this year which attracted 13,000 visitors. The two sites continue to be a popular meeting place for the local communities resulting in a total of 190 bookings of site facilities this year.

Volunteers continued to play a key role. At the Establishments, the volunteer Bee Brigade provided a season of sailing on the BEE, a replica of a British schooner. At Sainte-Marie, a new program called Candlelight Tours was made possible by volunteers who acted as guides and interpreters for the first regular evening tours of the site.

Sainte-Marie solidified its position as the best representative of 17th century Native culture in Canada. The Native staff was expanded by two, bringing the total to seven, through continued financial assistance from the Georgian Bay Tribal Council.

The energy and diligence of the two cooperative associations continue to add a special dimension to Huronia

garrison militaire britanniques du XIX<sup>e</sup> siècle restaurés, et Sainte-Marie-au-pays-des-Hurons, la reconstitution d'une mission des Jésuites français du XVII<sup>e</sup> siècle située près de Midland. Un des faits saillants de l'exercice a été l'achèvement d'une étude de planification stratégique qui devrait orienter l'évolution des deux parcs historiques au cours des dix prochaines années.

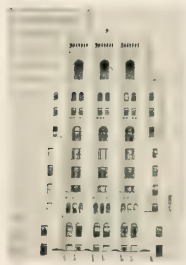
Ces deux attractions constituent des ressources éducatives exceptionnelles. En 1985-1986, environ 30 000 élèves, répartis en 1 000 voyages et programmes scolaires organisés, ont visité les deux parcs. Les parcs de la Huronie ont effectué un examen exhaustif des tendances au chapitre des voyages scolaires organisés. Cette étude servira de base à la mise en oeuvre, au cours du prochain exercice, d'un programme de commercialisation qui visera le secteur de l'éducation.

Sainte-Marie et les Établissements ont présenté cette année 12 événements et programmes spéciaux qui ont attiré 13 000 visiteurs. Ces deux attractions demeurent un lieu de rencontre privilégié pour les habitants de la région, qui ont réservé les installations à 190 reprises cette année.

Les bénévoles ont continué à y jouer un rôle de premier plan. Aux Établissements, les bénévoles de la Brigade Bee ont fait naviguer le BEE, réplique d'un schooner anglais, pendant toute la saison. À Sainte-Marie, un nouveau programme de visites à la chandelle a été rendu possible par les bénévoles, qui ont servi de guides et d'interprètes lors de la première série de visites guidées en soirée.

Le parc de Sainte-Marie a affermi sa position de représentant canadien par excellence de la culture autochtone du XVII<sup>e</sup> siècle. Le nombre d'employés autochtones est passé de cinq à sept grâce à l'aide financière soutenue accordée par le Conseil de bande de la Baie Georgienne.

L'énergie et la diligence dont ont fait preuve les deux associations coopératives ont encore cette année apporté



THE CHIPPOPPITY LAND RIDE TRANSPORTS VISITORS BETWEEN THE EAST AND WEST ISLANDS OF ONTARIO PLACE FOR 25 CENTS A TRIP. ESTHER ATTARD (LEFT) AND CATHY DA COSTA (RIGHT) SPENT THEIR SUMMER WORKING THE RIDE.

LE CHIPPOPPITY LAND RIDE TRANSBORDE LES VISITEURS ENTRE LES ÎLES EST ET OUEST DE LA PLACE DE L'ONTARIO POUR 25 CENTS. ESTHER ATTARD (À GAUCHE), ET CATHY DA COSTA (À DROITE), Y ONT TRAVAILLÉ TOUT L'ÉTÉ.





Historical Parks. The Friends of Sainte-Marie and the Establishments Heritage Association presented a total of 40 courses, workshops and programs this year and, combined with other services such as retail and food outlets, generated a combined gross revenue of \$247,000. The Friends of Sainte-Marie and the Establishments Heritage Association this year benefitted from volunteer support totalling 7,000 manhours.

The combined programs of Huronia Historical Parks and the cooperative associations resulted in a total on-site attendance this year of 170,000.

## METRO TORONTO CONVENTION CENTRE

The Metro Toronto Convention Centre, Toronto's flagship in the intensely competitive meetings business, registered total attendance of 1.5 million in its first full year of operation in 1985-86. In all, 543 events were staged—including 18 public consumer shows, 17 trade shows and 31 conventions.

Occupancy at Canada's largest convention centre reached 53 per cent for the year, an advance from 42 per cent in 1984-85. Total revenue exceeded \$10.1 million, up 22.3 per cent from a year earlier on a pro-rated basis, and a net operating profit was achieved.

In designing the centre, care was taken to ensure barrier-free access for disabled persons. This year the centre received an award from the City of Toronto recognizing these efforts.

The convention centre produces substantial economic benefits. Apart from direct employment and expenditure, the centre this year generated more than 192,800 hotel room-nights booked by convention-goers and other visitors. Spending by delegates, associations and exhibitors totalled \$53 million.

un cachet spécial aux deux parcs historiques de la Huronie. Les Amis de Sainte-Marie et l'Association du patrimoine des Établissements ont présenté un total de 40 cours, ateliers et programmes pendant l'exercice. Conjuguées aux autres services de vente au détail et de restauration, ces activités ont rapporté un revenu brut de 247 000 \$. Les Amis de Sainte-Marie et l'Association du patrimoine des Établissements ont bénéficié de 7 000 heures de travail bénévole en 1985-1986.

Les activités organisées par les parcs historiques de la Huronie et les associations coopératives ont attiré 170 000 visiteurs cette année.

## PALAIS DES CONGRÈS DU TORONTO MÉTROPOLITAIN

Le Palais des congrès du Toronto métropolitain, un des principaux atouts de Toronto sur le marché extrêmement concurrentiel des congrès, a accueilli 1,5 million de visiteurs au cours de sa première année complète d'exploitation. Un total de 543 manifestations ont été tenues en 1985-1986, dont 18 expositions publiques axées sur la consommation, 17 foires commerciales et 31 congrès.

Le taux d'occupation du plus grand centre de congrès au Canada est passé de 42 pour 100 l'an dernier à 53 pour 100 cette année. Les revenus totaux se sont chiffrés à plus de 10,1 millions de dollars, soit une augmentation de 22,3 pour 100 par rapport au prorata des chiffres de l'an dernier, et le palais a enregistré un bénéfice net d'exploitation.

Lors de la conception du Palais des congrès, on a pris soin d'assurer l'accès aux personnes handicapées. La ville de Toronto a décerné un prix au palais cette année pour récompenser ses efforts.

Le Palais des congrès a des avantages économiques considérables. En plus des emplois directement créés par ce centre et des dépenses qu'il entraîne, les congressistes et les autres visiteurs ont loué plus de 192 800 nuits-chambres cette année. Les délégués, les associations et les exposants ont dépensé 53 millions de dollars à Toronto.



## MINAKI LODGE RESORT LTD.

In 1985-86, Minaki Lodge, a world-class resort and conference centre in northwestern Ontario, recorded a solid 31 per cent revenue increase to \$3.8 million. Occupancy fell by one percentage point, to 72.5 per cent, but this reflected the opening of newly refurbished cottages, which expanded the room supply by 20 per cent.

Revenue from all departments improved, including a substantial increase in the average rate per occupied room. The U.S. market recorded the strongest growth, with American guests accounting for 25 per cent of total business, compared with 11 per cent in 1984.

Minaki Lodge continued to emphasize high personnel standards, which were widely praised in a 1984 guest survey. The lodge recruits mainly from the community and northwestern Ontario, with many staff either graduates or students from hospitality programs at community colleges.

## THE NIAGARA PARKS COMMISSION

In 1985, The Niagara Parks Commission celebrated its Centennial Year. The Commission has safeguarded Ontario's foremost natural attraction, the Canadian Niagara Falls and environs, for more than a century. The self-sustaining parks system has grown to more than 1,130 hectares along 56 kilometres of the Niagara River. It now includes historic sites, restaurants, golf courses, recreational parks, campgrounds, a marina, beaches, picnic areas, horticultural gardens, a greenhouse/conservatory and unforgettable scenic vistas.

Also in 1985, The Niagara Parks introduced a futuristic people mover loop transportation system in the



## MINAKI LODGE

En 1985-1986, le Minaki Lodge, centre de villégiature et de conférence de réputation mondiale situé dans le Nord-Ouest de l'Ontario, a enregistré une hausse de 31 pour 100 de ses revenus, qui sont passés à 3,8 millions de dollars. Le taux d'occupation a diminué d'un point, se chiffrant à 72,5 pour 100. Cette baisse est toutefois attribuable à l'ouverture de chalets entièrement rénovés et redécorés qui ont accru de 20 pour 100 la capacité d'hébergement du centre.

Il y a eu un accroissement des revenus de tous les secteurs du centre, y compris une hausse substantielle des revenus moyens par chambre occupée. Le marché américain a connu la plus forte hausse; les touristes américains ont en effet constitué 25 pour 100 de la clientèle du Minaki Lodge par rapport à 11 pour 100 en 1984.

Le centre de villégiature a continué à accorder une attention toute particulière à la qualité de son personnel, qui avait été très bien coté lors d'un sondage auprès des invités en 1984. Le personnel du Minaki Lodge provient principalement de la collectivité environnante et du Nord-Ouest de l'Ontario et bon nombre des employés suivent ou ont réussi des programmes axés sur l'hospitalité offerts par les collèges communautaires.

## COMMISSION DES PARCS DU NIAGARA

L'année 1985 marquait le 100<sup>e</sup> anniversaire de la Commission des parcs du Niagara. Depuis plus d'un siècle, la commission protège l'attraction touristique naturelle la plus en vue de l'Ontario, les chutes canadiennes du Niagara et leurs environs. Ce réseau de parcs indépendants couvre maintenant plus de 1 130 hectares sur une distance de 56 kilomètres le long du fleuve Niagara. Le réseau comporte des sites historiques, des restaurants, des terrains de golf, de jeux et de camping, un port de plaisance, des plages, des aires de pique-nique, des jardins d'horticulture, une serre et des panoramas inoubliables.

Au cours du dernier exercice, la Commission des parcs du Niagara a mis sur pied un système futuriste de

area immediately adjacent to the Falls. The new system has greatly relieved traffic congestion in Queen Victoria Park.

The Falls continue to exert a powerful drawing power. In 1985-86 traffic through the parks system from April 1 to October 31 was estimated at 12.5 million people, about the same level as the year before. Based on a licence plate survey at Queen Victoria Park in the peak summer season, U.S. visitation rose slightly to 59 per cent of total traffic compared with 58 per cent in 1984-85.

The commission employed an average of 245 year-round staff plus 1,275 seasonal employees in 1985, with a total payroll of \$12.5 million. The commission also stimulated business in the Niagara area through capital works projects and equipment purchases totalling \$8.7 million and purchases of supplies and services worth about \$1.5 million.

### OLD FORT WILLIAM

For the first time Old Fort William in 1985-86 expanded its programming to 363 days a year, more than double the operating period in the past. This led to a 54 per cent increase in off-season attendance for special walking tours, sleigh rides, fur trade banquets and educational programs. Total visitation remained at approximately last year's level of 100,000.

The attraction launched an 18-metre reproduction of a typical fur trade schooner in April 1985 after seven years in production. Moored at the fort's historic wharf, the *Perseverance* proved an exciting addition to the living history program.



transport de passagers en boucle à côté des chutes. Ce nouveau système a permis de diminuer considérablement les embouteillages dans le parc Queen Victoria.

Les chutes du Niagara continuent à attirer énormément de visiteurs. Du 1<sup>er</sup> avril au 31 octobre 1985, on estime qu'environ 12,5 millions de personnes ont visité les parcs, soit à peu près le même nombre que l'an dernier. À la lumière d'un relevé des plaques d'immatriculation effectué dans le parc Queen Victoria au coeur de la saison touristique, on a estimé à environ 59 pour 100 la proportion de visiteurs américains, comparativement à 58 pour 100 au cours de l'exercice précédent.

La commission comptait en moyenne 245 employés permanents et 1 275 employés saisonniers en 1985. Le total des salaires versés s'est établi à 12,5 millions de dollars. Les activités de la commission dans la région du Niagara ont produit des revenus de près de 10,2 millions de dollars pour la région, soit 8,7 millions en projets d'immobilisation et en achats de matériel et 1,5 million en achats de fournitures et de services.

### VIEUX FORT WILLIAM

En 1985-1986, le Vieux Fort William a pour la première fois été ouvert aux visiteurs pendant 363 jours, soit plus du double de la période d'exploitation des années passées. Il en a résulté une augmentation de 54 pour 100 du nombre de visiteurs en basse saison, qui sont allés au Vieux Fort William pour participer à des marches guidées spéciales, des visites en traîneau, des banquets commerciaux et des programmes éducationnels. Le nombre total de visiteurs est demeuré à peu près le même que l'an dernier, soit environ 100 000 personnes.

Après sept ans de travaux de construction, on a finalement mis à l'eau en avril un schooner de 18 mètres qui est une réplique exacte des bateaux utilisés par les pelletiers de l'époque. Le *Perseverance*, qui est ancré au quai historique du fort, constitue un ajout exceptionnel au programme de reconstitution historique.

In February 1986, more than 1,200 visitors joined in Fort William's first Heritage Day, a family fun fair which shared in the spirit of Thunder Bay's Winter Carnival. Visitor participation was encouraged in activities from cross-country skiing hikes to hands-on blacksmithing and coppersmithing.

## ONTARIO LOTTERY CORPORATION

In 1985-86, the Ontario Lottery Corporation began its second decade of developing and managing lotteries on behalf of the province of Ontario. The corporation turned over net proceeds of \$317 million, an increase of \$67 million from the year before.

This strong performance brought total lottery profits since 1975 to \$1.6 billion, which the provincial government has used to fund sports, fitness, culture and recreation projects, health and environmental-health research, hospital construction and equipment, and volunteer social service agencies.

Gross ticket sales from the corporation's six games—Wintario, Lottario, Instant Super Loto, Provincial and Lotto 6/49—topped the billion dollar mark for the first time, making 1985-86 another record-breaking year. Prizes totalled \$510 million, including a \$10.2 million Lotto 6/49 Jackpot.



En février 1986, plus de 1 200 visiteurs ont participé à la première célébration de la Journée du patrimoine au Vieux Fort William, une fête familiale qui s'inscrit dans l'esprit du carnaval d'hiver de Thunder Bay. Les visiteurs pouvaient participer à des activités excitantes comme des excursions en ski de randonnée et utiliser les outils des forgerons et des chaudronniers.

## SOCIÉTÉ DES LOTERIES DE L'ONTARIO

La Société des loteries de l'Ontario a entreprise en 1985-1986 sa deuxième décennie d'exploitation et d'expansion des loteries au nom de la province. La société a réalisé un bénéfice net de 317 millions de dollars, soit une augmentation de 67 millions par rapport à l'exercice précédent.

Grâce à ce rendement exceptionnel, le bénéfice total de la société depuis sa création en 1975 s'élève à 1,6 milliard de dollars. Le gouvernement provincial utilise ces fonds pour financer les sports, la condition physique, des projets culturels et récréatifs, des études sur la santé et l'environnement, la construction d'hôpitaux et l'achat de matériel médical ainsi que des organismes bénévoles de services sociaux.

La vente des billets pour les six jeux de la société, soit Wintario, Lottario, Instant Super Loto, Provincial et Lotto 6/49, a rapporté un montant brut d'un milliard de dollars pour la première fois, un nouveau record pour l'exercice 1985-1986. Le total des prix versés s'est établi à 510 millions, y compris un gros lot de 10,2 millions de dollars à la Lotto 6/49.



ONTARIO PLACE:

ANIMALS LEFT TO RIGHT: DAMIAN  
PRISCIAC, CRAZY CROW; JERRY  
DROZDOWSKY, BABY BEAR; TOM ROSS,  
BASHFUL BEAVER; GORD ROSS, ROCKY  
RACCOON

PLACE DE L'ONTARIO:

LES ANIMAUX DE GAUCHE À DROITE SONT :  
DAMIAN PRISCIAC, CRAZY COW; JERRY  
DROZDOWSKY, BABY BEAR; TOM ROSS,  
BASHFUL BEAVER; GORD ROSS, ROCKY  
RACCOON.



The corporation's first all-instant game, Lucky 5's, was part of a special promotion with the Canadian National Exhibition. All prizes were awarded through a ticket scratch feature. Almost 200,000 people took advantage of the offer of free CNE admission in exchange for five non-winning tickets.

In September the corporation instituted a practice of advertising to fill vacant distributorships. Ads now appear in appropriate local newspapers ensuring an equal opportunity for all interested applicants. The 47 distributors act as wholesalers and intermediaries between the corporation and the 13,000 retail ticket outlets.

### ONTARIO PLACE CORPORATION

Ontario Place, a cultural, entertainment, recreation and waterpark complex located in Toronto on Lake Ontario, ranked first in attendance among the province's summer attractions this year.

Some 2.5 million people passed through the gates during the spring-summer operating season, an increase of 20 per cent over the year before. Off-season events such as the fall IMAX festival and the winter 70mm film festival, together with banquet and function sales, brought total 1985-86 attendance to nearly 2.8 million—a 25 per cent increase from 1984-85.

This year, Ontario Place completed the first phase of its long range development plan. The Wilderness Adventure Ride—a water-oriented attraction with a northern Ontario theme, and The Waterfall Showplace—a unique musical entertainment venue, were two of several new features that opened on the previously under-utilized west island.



La première loterie instantanée de la société, Lucky 5's, faisait partie d'une campagne de promotion menée conjointement avec l'Exposition nationale canadienne. Tous les prix ont été décernés par l'intermédiaire de billets à gratter. Près de 200 000 personnes se sont prévaluées de l'offre d'entrée gratuite sur remise de cinq billets de Lucky 5's non gagnants.

En septembre, la société a commencé à annoncer publiquement les postes de distributeurs à pourvoir. Des annonces sont maintenant publiées dans les journaux locaux appropriés afin d'assurer l'égalité des chances à tous les intéressés. Les 47 distributeurs agissent en qualité de grossistes et d'intermédiaires entre la société et les 13 000 points de vente au détail.

### SOCIÉTÉ D'EXPLOITATION DE LA PLACE DE L'ONTARIO

La Place de l'Ontario, un complexe à vocation culturelle, récréative et aquatique situé sur les rives du lac Ontario à Toronto, est l'attraction ontarienne qui a reçu le plus de visiteurs au cours de l'été 1985.

Environ 2,5 millions de visiteurs sont allés à la Place de l'Ontario au cours des mois de printemps et d'été, soit une augmentation de 20 pour 100 par rapport à la saison précédente. Les événements de la basse saison, comme le festival IMAX et le Festival d'hiver des films 70 mm, de même que les banquets et les réceptions publiques ont permis de frôler le cap des 2,8 millions de visiteurs en 1985-1986, une augmentation de 25 pour 100 par rapport à l'exercice précédent.

La Place de l'Ontario a achevé cette année la première étape de son programme de réaménagement à long terme. L'aventure en pleine nature, une attraction aquatique qui s'inspire de la vie dans le Nord de l'Ontario, et le théâtre des chutes, un centre de divertissement musical unique en son genre, sont au nombre des nouvelles installations qui ont été ajoutées dans la partie ouest du complexe, auparavant sous-exploité.

Changes in Children's Village were also implemented to maintain the appeal of this area to Ontario Place's younger visitors. The Gingerbread Garden was developed with the preschooler in mind, while the new Care Bear Theatre was popular with the young and young at heart alike.

Research during the year indicated that two-thirds of patrons attended as part of a family group, with tourists representing 38 per cent of total attendance. Ninety-four per cent of visitors surveyed reported that they enjoyed their visit and 89 per cent agreed that Ontario Place represented good value.

### OTTAWA CONGRESS CENTRE

The state-of-the-art meeting facilities of the Ottawa Congress Centre continued to win strong market acceptance in 1985-86. Operating revenues surpassed those in the previous year by 26.1 per cent, while occupancy rose to 49.5 per cent from 46.3 per cent.

In all, the centre hosted more than 350 events during the year, including conventions, trade/public shows, rock concerts, banquets and other events.

The centre's flexibility was tested by two Shawn O'Sullivan boxing matches which brought a total of 7,000 fight fans to the building. Glass was removed from the translation booths so they could be used as box seats.

Centre staff responded to another unusual challenge when the facility hosted the 40th Anniversary of the Survivors of the Holocaust. Three thousand delegates from around the world required Kosher food, which was prepared by centre staff in their own kitchen under the supervision of a rabbi.



On a également apporté des modifications au village des enfants, afin de continuer à attirer les jeunes visiteurs dans cette partie de la Place de l'Ontario. Le jardin de pain d'épice a été aménagé à l'intention des jeunes d'âge préscolaire tandis que le théâtre Calinours s'est révélé très populaire, tant auprès des petits que des grands enfants.

Des recherches effectuées au cours de l'année ont indiqué que les deux tiers des visiteurs étaient venus en famille et que la proportion de touristes s'établissait à 38 pour 100. Des personnes interrogées, 94 pour 100 ont déclaré avoir apprécié leur visite et 89 pour 100 étaient d'avis que la Place de l'Ontario valait son pesant d'or.

### CENTRE DES CONGRÈS D'OTTAWA

Les installations de rencontre ultra-modernes dont est doté le Centre des congrès d'Ottawa lui ont permis d'accroître sa part du marché en 1985-1986. Les revenus d'exploitation ont dépassé de 26,1 pour 100 ceux de l'année dernière tandis que le taux d'occupation est passé de 46,3 pour 100 à 49,5 pour 100.

Le centre a accueilli plus de 350 manifestations au cours de l'année, notamment des conventions, des expositions publiques et des foires commerciales, des concerts de musique rock, des banquets et d'autres activités.

La souplesse du centre a été mise à l'épreuve lors des deux combats de boxe livrés par Shawn O'Sullivan, événements qui ont d'ailleurs attiré 7 000 amateurs. On avait enlevé les vitres des cabines réservées aux interprètes de conférence afin d'en faire des loges.

Le personnel a été appelé à relever un défi de taille lorsque le centre a été le théâtre des manifestations entourant le 40<sup>e</sup> anniversaire des survivants de l'Holocauste. Les employés des services de restauration ont en effet dû préparer des repas kascher à l'intention des 3 000 participants venus du monde entier. Pour l'occasion, les cuisines de l'établissement étaient supervisées par un rabbin.



## ST. CLAIR PARKWAY COMMISSION

Southwestern Ontario's "Road to Recreation", the St. Clair Parkway, runs approximately 65 scenic kilometres along the St. Clair River between the cities of Sarnia and Chatham. Facilities including a golf course, campgrounds, waterfront parks and two marinas attract a variety of visitors, including many American guests.

In June 1985, the new Sarnia Bay Marina officially opened. Equipped with a restaurant, rest rooms and laundry facilities, the marina can accommodate up to 250 boats. Up to one-hundred berths are allotted to seasonal boaters and the rest are available to transient guests.

To counter high water on the river, the Commission this year improved shore protection and installed or repaired seawalls. A highlight of 1985-86 was the Second Can-Am Supreme Highland Games, held in Centennial Park in August, which has since become an annual event.

## ST. LAWRENCE PARKS COMMISSION

The commission was created during the construction of the St. Lawrence Seaway in the 1950s to preserve the historic and recreational features of the land along the river. The agency operates three historic sites—Upper Canada Village in Crysler Farm Battlefield Park near Morrisburg, Old Fort Henry in Kingston, and Fairfield Historical Park near Amherstview which features a Loyalist house.



## COMMISSION DE LA PROMENADE SAINTE-CLAIRE

La Promenade Sainte-Claire, le "Chemin des loisirs" du Sud-Ouest de l'Ontario, est une route panoramique d'environ 65 kilomètres qui longe la rivière Sainte-Claire entre Sarnia et Chatham. La commission exploite notamment un terrain de golf, des terrains de camping, des parcs riverains et deux ports de plaisance. Ces installations attirent diverses catégories de visiteurs, dont de nombreux Américains.

Le port de plaisance de la baie Sarnia a été inauguré officiellement en juin 1985. Cette nouvelle installation comporte un restaurant, des salles de toilettes et de lavage et peut accueillir jusqu'à 250 bateaux. Une centaine de postes d'amarrage sont réservés pour la saison, le reste étant réservé aux visiteurs de passage.

Pour contrer les effets du niveau élevé des eaux de la rivière Sainte-Claire, la commission a amélioré les installations de protection des rives, a installé de nouvelles digues et en a réparé d'autres. Un des événements les plus importants de l'exercice 1985-1986 a été la tenue des Second Can-Am Supreme Highland Games, qui se sont déroulés en août au Centennial Park. Cette manifestation est depuis devenue un événement annuel.

## COMMISSION DES PARCS DU SAINT-LAURENT

La Commission des parcs du Saint-Laurent a été créée pendant la construction de la voie maritime du Saint-Laurent, au cours des années 1950, pour préserver les attraits historiques et récréatifs de la zone située sur les berges du fleuve. La Commission exploite trois sites historiques: le Village du Haut-Canada dans le Crysler Farm Battlefield Park, près de Morrisburg, le Vieux Fort Henry à Kingston et le parc historique Fairfield près d'Amherstview où l'on peut visiter la maison d'un loyaliste.

The commission also manages a recreational network including 15 provincial parks, a golf course, a marina, a migratory bird sanctuary, two scenic parkways, a sugar bush, an air strip, a restaurant, food service contracts, gift shops and a horticultural garden.

Upper Canada Village this year added a new dimension to its programming with the official opening of Bellamy's Steam Flour Mills. Restored to the 1860s period, this is the only operating flour and grist mill in North America powered by both water and steam and open to the public. To celebrate the new attraction, the commission and the Cornwall Regional Art Gallery sponsored a juried art show for local artists.

This year the commission continued work on the Queen's Bicentennial Gardens adjacent to Upper Canada Village. Rose varieties to be planted in the attraction's rose garden were donated by the Ontario Horticultural Association. Presented to Her Majesty during the Royal Visit in 1984, the Queen's Bicentennial Gardens are being developed in stages on a 50-acre site.

A highlight of the year at Old Fort Henry was the biennial visit of the United States Marine Corps for the 24th joint ceremony between the Marines and the Fort Henry Guard.

Attendance at all commission parks and facilities this year totalled nearly three million, up slightly from a year ago.



La commission gère également un réseau d'installations récréatives comprenant quinze parcs provinciaux, un terrain de golf, un port de plaisance, une réserve d'oiseaux migrateurs, deux promenades panoramiques, une plantation d'érables à sucre, une piste d'atterrissage, un restaurant, des services de restauration par contrats, des boutiques de souvenirs et un jardin d'horticulture.

Cette année, le Village du Haut-Canada a ajouté une attraction à son programme, avec l'ouverture officielle du moulin à vapeur Bellamy, moulin restauré datant des années 1860. C'est le seul moulin à eau et à vapeur d'Amérique du Nord en état de marche et ouvert au public. Pour célébrer l'événement, la commission et la Galerie d'art régionale de Cornwall ont parrainé ensemble une exposition avec jury des oeuvres d'artistes de la région.

La commission a poursuivi au cours de l'année l'aménagement des jardins royaux du Bicentenaire adjacents au Village du Haut-Canada. C'est l'Ontario Horticultural Association qui a fait don aux jardins des roses qui enjoliveront la roseraie. Les jardins ont été offerts à la reine en 1984 à l'occasion de sa visite et on aménage graduellement les 50 acres qu'ils occupent.

La 24<sup>e</sup> visite bisannuelle des Marines américains a été l'une des principales attractions de l'année au Vieux Fort Henry. Les Marines se sont joints au Corps de garde du fort pour une cérémonie.

Près de trois millions de personnes, ce qui représente une légère augmentation par rapport à l'an dernier, ont visité les parcs et installations de la commission cette année.



## THUNDER BAY SKI JUMPS LTD.

*Big Thunder National Ski Training Centre*

About 1,000 Ontario ski-jumping, nordic combined, alpine, freestyle and cross-country athletes train regularly at the Big Thunder National Ski Training Centre, which was acquired by the Ontario Government in 1983. Established in 1972, the facility includes training jumps (Little Thunder), freestyle facilities including aerial and ballet slopes, extensive cross-country trails and alpine runs plus a medical centre, judges tower, media centre and chalet.

International experts regard Big Thunder Ski Jump as a model world-class facility particularly because of its safety features. Big Thunder is the largest facility of its kind in the world. The two jumps, one 90 metres and one 70 metres, are used an average of 150 days a year for training. Alpine, freestyle, nordic combined and cross-country athletes train at the Big Thunder facility as well which includes snow-making and grooming equipment plus chair-lift, t-bar and shuttle rope-tow for optimum use of training time.

Big Thunder National Ski Training Centre serves as a provincial and national training centre in all disciplines of the sport of skiing—cross-country, alpine, jumping, nordic combined and freestyle. The facility is the site of the Molson World Cup of Ski Jumping and other major ski events and training.



## THUNDER BAY SKI JUMPS LTD.

*(Centre national d'entraînement au ski Big Thunder)*

Près de 1 000 athlètes ontariens pratiquant le saut à skis, le combiné nordique, le ski alpin, le ski acrobatique et le ski de randonnée s'entraînent régulièrement au Centre national d'entraînement au ski Big Thunder, acheté par le gouvernement de l'Ontario en 1983. Au nombre des installations, construites en 1972, se trouvent des tremplins d'entraînement (Little Thunder), des installations de ski acrobatique, dont des pentes pour les épreuves de sauts et des pentes pour les épreuves de ballet, de nombreuses pistes de ski de randonnée et de ski alpin ainsi qu'un centre médical, des tours d'observation pour les juges, un centre destiné à la presse et des chalets. Les experts internationaux considèrent le centre Big Thunder comme l'un des mieux conçus au monde, surtout du point de vue de la sécurité. Il s'agit du plus vaste centre du genre au monde. Les deux tremplins, l'un de 90 et l'autre de 70 mètres, sont utilisés en moyenne 150 jours par année à des fins d'entraînement. Des athlètes pratiquant le ski alpin, le ski acrobatique, le combiné nordique ou le ski de randonnée, s'entraînent au Centre Big Thunder, qui dispose de matériel de fabrication de neige artificielle et d'entretien des pistes, de télésièges, d'arbalètes et de câbles de remontée permettant la meilleure utilisation possible du temps consacré à l'entraînement.

Les équipes provinciales et nationales de toutes les disciplines du ski (ski de randonnée, ski alpin, saut à skis, combiné nordique et ski acrobatique) s'entraînent au Centre Big Thunder, où se déroulent d'ailleurs les compétitions de la Coupe du Monde Molson de saut à skis et d'autres importantes compétitions et séances d'entraînement.





The 1986/87 season at Big Thunder National Ski Training Centre includes the following:

Nov. 29 & 30, 1986	National Nordic Combined Team Try-outs
Dec. 6 & 7, 1986	Molson World Cup of Ski Jumping
Jan. 17 & 18, 1987	Alpine Skiing Competition
Jan. 24 & 25, 1987	Jumping and Nordic Combined Canadian Championships—Part of the Export A Series
Feb. 7 & 8, 1987	Freestyle Canadian Championships—Part of the Export A Series
Feb. 14 & 15, 1987	Canada Cup Cross-Country Competition
March 7 & 8, 1987	Thunder Bay Open Jumping Competition
March 14 & 15, 1987	Pacific Rim Cup Ski Jumping Competition
March 18 to 22, 1987 (Skiing Events)	Ontario Winter Games

## TRILLIUM FOUNDATION

The largest foundation in terms of grants in Canada, the Trillium Foundation was established in 1982 to provide Ontario-wide voluntary social service agencies with access to lottery revenues. Trillium is financed through Ontario Lottery Corporation proceeds, but operates independently of the provincial government under a committed 25-member volunteer board of directors.

In fulfilling its mandate the foundation has awarded grants to 56 province-wide organizations linked to more than 2,600 local branches or member groups across Ontario. These funds have helped more than 100,000 volunteers serve more than 567,000 clients.

This year Trillium requested that the sunset review originally scheduled for 1987 be conducted early to allow the foundation to plan ahead on a firm basis. The review was conducted by the Ministry of Tourism and Recreation. The Foundation passed with flying colours, with its mandate renewed until at least 1991.

Le programme du Centre national d'entraînement au ski Big Thunder pour la saison 1986-1987 comprend les événements suivants:

29 et 30 nov. 1986	Courses de sélection pour l'équipe nationale de combiné nordique
6 et 7 déc. 1986	Coupe du Monde Molson de saut à skis
17 et 18 janv. 1987	Compétition de ski alpin
24 et 25 janv. 1987	Championnats canadiens de saut à skis et de combiné nordique—série Export A
7 et 8 févr. 1987	Championnats canadiens de ski acrobatique—série Export A
14 et 15 févr. 1987	Compétition de la Coupe Canada en ski de fond
7 et 8 mars 1987	Compétition de saut à skis de Thunder Bay, catégorie ouverte à tous
14 et 15 mars 1987	Compétition de saut à skis de la Pacific Rim Cup
18 au 22 mars 1987	Jeux d'hiver de l'Ontario (compétitions de ski)

## FONDATION TRILLIUM

La Fondation Trillium, l'organisme philanthropique canadien qui accorde le plus de subventions, a été créé en 1982, pour donner accès à diverses agences bénévoles de services sociaux de la province aux revenus des loteries. La fondation est financée par la Société des loteries de l'Ontario, mais est un organisme indépendant administré par un conseil bénévole et dévoué de 25 membres.

La fondation a, dans le cadre de son mandat, consenti des subventions à 56 organismes ontariens comprenant plus de 2 600 sections locales ou groupes membres répartis dans l'ensemble de la province. Ces fonds ont aidé plus de 100 000 bénévoles à accomplir leur travail auprès de quelque 567 000 personnes. Cette année, la Fondation Trillium a demandé que la révision marquant la fin de son mandat, prévue à l'origine pour 1987, soit avancée pour qu'elle puisse planifier ses activités futures à partir de données précises. Le ministère du Tourisme et des Loisirs était chargé d'effectuer la révision. La Fondation, qui a brillamment passé l'examen, a vu son mandat renouvelé jusqu'à au moins 1991.

Since its inception the Trillium Foundation has approved grants or pledges totalling \$49.9 million. 1985-86 commitments reached \$3.2 million including grants to:

- the Canadian Centre for Philanthropy in part to catalogue publications on social service agencies and establish a bursary fund to help smaller charities attend training seminars or conferences;
- the HELP Program at Frontier College to expand job placement services for former prisoners;
- Meals on Wheels, Ontario to establish a provincial office, evaluate its organizational structure and develop and implement clear objectives;
- the Canadian Hemophilia Society to create a department of client services.

AFFIRMATIVE ACTION REPORT

The Affirmative Action Program at the Ministry of Tourism and Recreation had a successful year during 1985/86. The following shows a record of positions targetted for women at the beginning of the year and those actually received.

Position	Target	Achieved
Community Development Officer	1	4
Industrial Development Officer	1	1
Middle Management	1	10
Senior Management	1	3

Counselling was also provided to women employees, training sessions were offered and competitions were monitored as appropriate.



Depuis sa création, la Fondation Trillium a accordé 49,9 millions de dollars en subventions ou en dons. En 1985-1986, elle a pris des engagements représentant un total de 3,2 millions de dollars, dont ont notamment profité les organismes suivants:

- le Centre canadien de philanthropie, en partie pour la préparation d'un répertoire des publications relatives aux agences de services sociaux et en partie pour constituer un fonds devant permettre aux représentants d'oeuvres de charité de petite envergure d'assister à des séminaires de formation ou à des conférences;
- le Programme HELP du Frontier College, pour l'expansion des services de placement des anciens prisonniers;
- le Service de repas à domicile de l'Ontario, pour la fondation d'un bureau régional, l'évaluation de sa structure organisationnelle et la formulation et la réalisation d'objectifs précis;
- la Société canadienne de l'hémo-philie pour créer un service à la clientèle.

RAPPORT SUR LE PROGRAMME D'ACTION POSITIVE

Le programme d'action positive du ministère du Tourisme et des Loisirs a connu des succès retentissants en 1985-1986. Le tableau qui suit illustre l'objectif fixé au début de l'exercice pour ce qui est du nombre de postes devant être pourvus par des femmes et les résultats atteints à la fin de l'exercice.

Poste	Objectif	Résultat
Agent de développement communautaire	1	4
Agent de développement industriel	1	1
Cadre intermédiaire	1	10
Cadre supérieur	1	3

Les employées ont également pu profiter des services d'orientation et de séances de formation offerts par le ministère. Les concours ont en outre reçu toute l'attention requise.



HERB GRAY RECREATION CONSULTANT FOR PERSONS WITH A DISABILITY IS RESPONSIBLE FOR THE "KIDS ON THE BLOCK" PROGRAM. A SHOW USING SIX PUPPETS, EACH WITH A DIFFERENT DISABILITY, HELPS SCHOOL CHILDREN UNDERSTAND THAT PHYSICAL AND MENTAL DISABILITIES CAN BE OVERCOME. THE MINISTRY'S FIVE SETS OF PUPPETS ARE AVAILABLE ON LOAN TO VOLUNTEER GROUPS AROUND THE PROVINCE.

HERB GRAY, CONSEILLER EN LOISIRS POUR LES PERSONNES HANDICAPÉES, EST CHARGÉ DU PROGRAMME "LES ENFANTS DU QUARTIER". UN SPECTACLE DE SIX MARIONNETTES, CHACUNE AYANT UN HANDICAP DIFFÉRENT, AIDE LES ÉCOLIERS À COMPRENDRE QUE LES HANDICAPS MENTAUX OU PHYSIQUES PEUVENT ÊTRE SURMONTÉS. LE MINISTÈRE PRÊTE SES CINQ ENSEMBLES DE MARIONNETTES AUX GROUPES BÉNÉVOLES DE LA PROVINCE.





**MINISTRY OF TOURISM AND RECREATION**  
FINANCIAL DATA 1985-86

<b>Ministry Administration Program</b>	Main Office	\$ 1,564,556
	Planning and Administration Services	741,230
	Information Services	828,506
	Corporate Advertising & Special Projects	771,478
	Ontario Trillium Foundation	15,000,000
	<b>Total for Ministry Administration</b>	<b>\$ 18,905,770</b>
<b>Tourism Development Program</b>	Program Administration	1,163,065
	Tourism Industry Development	1,792,863
	Tourism Marketing Development	19,711,330
	<b>Total for Tourism Development</b>	<b>\$ 22,667,258</b>
<b>Parks &amp; Attractions Program</b>	Huronias Historical Parks	2,207,481
	Old Fort William	2,493,755
	Ontario Place Corporation	8,191,000
	St. Lawrence Parks Commission	12,226,296
	St. Clair Parkway Commission	704,802
	Thunder Bay Ski Jumps Ltd.	400,000
	Resort Development	709,416
	Ottawa Congress Centre	1,400,000
	Toronto Convention Centre	1,543,600
	<b>Total for Parks &amp; Attractions</b>	<b>\$ 29,876,350</b>
<b>Recreation, Sports and Fitness Program</b>	Program Administration	600,623
	Recreation	2,057,409
	Sports and Fitness	16,498,631
	<b>Total for Recreation, Sports &amp; Fitness</b>	<b>\$ 19,156,663</b>
<b>Tourism and Recreation Operations Division</b>	Tourism and Recreation Operations	69,371,124
	<b>Ministry Total:</b>	<b>\$ 159,977,165</b>

MINISTÈRE DU TOURISME ET DES LOISIRS  
DONNÉES FINANCIÈRES 1985-1986

<b>Programme d'administration du ministère</b>	Administration centrale	1 564 556 \$
	Services de planification et d'administration	741 230
	Services d'information	828 506
	Groupe des projets spéciaux et de la publicité	771 478
	Fondation Trillium de l'Ontario	15 000 000
	<b>Total—Administration du ministère</b>	18 905 770
<b>Programme de développement du tourisme</b>	Administration du programme	1 163 065
	Expansion de l'industrie du tourisme	1 792 863
	Commercialisation touristique	19 711 330
	<b>Total—Développement du tourisme</b>	22 667 258
<b>Programme des parcs et des attractions</b>	Parcs historiques de la Huronie	2 207 481
	Vieux Fort William	2 493 755
	Société d'exploitation de la Place de l'Ontario	8 191 000
	Commission des parcs du Saint-Laurent	12 226 296
	Commission de la Promenade Sainte-Claire	704 802
	Thunder Bay Ski Jumps Ltd.	400 000
	Mise en valeur des lieux de villégiature	709 416
	Centre des congrès d'Ottawa	1 400 000
	Palais des congrès du Toronto Métropolitain	1 543 600
	<b>Total—Parcs et attractions</b>	29 876 350
<b>Programme des loisirs, des sports et de la condition physique</b>	Administration du programme	600 623
	Loisirs	2 057 409
	Sports et condition physique	16 498 631
	<b>Total—Loisirs, sports et condition physique</b>	19 156 663
<b>Division des opérations Touristiques et Récréatives</b>	Opérations du ministère	
	Total—Opérations	69 371 124
<b>Total—Ministère</b>		<b>159 977 165</b>

<b>Southwest Region</b>		
<b>London (T &amp; R)</b> 255 Dufferin Ave. Suite 601 London, Ontario N6A 5K6 (519) 679-7156	<b>Owen Sound (T)</b> 1131 Second Ave. E. Suite 104 Nor-Towne Plaza Owen Sound, Ontario N4K 2J1 (519) 376-3875	<b>North Bay (T &amp; R)</b> 147 McIntyre St. W. 2nd Floor North Bay, Ontario P1B 2Y5 (705) 474-4280 (R) 474-3821 (R) 472-0702 (T)
<b>Windsor (T &amp; R)</b> 250 Windsor Avenue Windsor, Ontario N9A 6V9 (519) 256-4919	<b>Barrie (T &amp; R)</b> 114 Worsley Street Barrie, Ontario L4M 1M1 (705) 737-3301	<b>Sault Ste. Marie (R)</b> 390 Bay Street 3rd Floor Sault Ste. Marie, Ontario P6A 1X2 (705) 942-3751
<b>Kitchener (T &amp; R)</b> 30 Duke Street, West 4th Floor Kitchener, Ontario N2H 3W5 (519) 578-3600	<b>Hamilton (R)</b> 119 King Street 8th Floor Hamilton, Ontario L8N 3Z9 (416) 521-7244 521-7458 521-7245	<b>Sault Ste. Marie (T)</b> 120 Huron Street Sault Ste. Marie, Ontario P6A 1P8 (705) 253-1103
<b>Hanover (R)</b> 427 10th Street 2nd Floor Hanover, Ontario N4N 1P8 (519) 364-1626	<b>East Region</b>	<b>Timmins (T &amp; R)</b> 22 Wilcox Street 2nd Floor Timmins, Ontario P4N 3K6 (705) 267-7117
<b>Central Region</b>	<b>Ottawa (T &amp; R)</b> 10 Rideau Street 4th Floor Ottawa, Ontario K1N 9J1 (613) 566-3721 (R) 566-3725 (T)	<b>Northwest Region</b>
<b>Toronto (T &amp; R)</b> 700 Bay Street 8th Floor Toronto, Ontario M5G 1Z6 (416) 965-0286 (T) 965-0283 (R)	<b>Kingston (T &amp; R)</b> 1055 Princess Street Suite 304 Kingston, Ontario K7L 5T3 (613) 547-2235	<b>Thunder Bay (T &amp; R)</b> 435 James Street S. Thunder Bay, Ontario P7C 5G6 (807) 475-1325
<b>St. Catharines (T &amp; R)</b> 15 Church Street Suite 404 St. Catharines, Ontario L2R 3B5 (416) 684-2345	<b>Peterborough (T &amp; R)</b> 305 Stewart Street Peterborough, Ontario K9J 3N2 (705) 748-3711	<b>Kenora (T &amp; R)</b> 808 Robertson Street Kenora, Ontario P9N 3X9 (807) 468-6481
<b>Huntsville (T)</b> 114 Main Street E. Huntsville, Ontario P0A 1K0 (705) 789-4448	<b>Brockville (T &amp; R)</b> 2211 Parkedale Avenue Brockville, Ontario K6V 6B2 (613) 342-5522	<b>Fort Frances (T &amp; R)</b> 400 Central Avenue Fort Frances, Ontario P9A 3N1 (807) 274-3259
	<b>Northeast Region</b>	<b>Dryden (T &amp; R)</b> 479 Government Road P.O. Box 3000 Dryden, Ontario P8N 3B3 (807) 223-2271
	<b>Sudbury (T &amp; R)</b> 199 Larch Street 4th Floor Sudbury, Ontario P3E 5P9 (705) 675-4346	



<b>Région du Sud-Ouest</b>		
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Ministry of Tourism and Recreation  
Province of Ontario  
Queen's Park  
Toronto, Canada  
M7A 2R9

John Eakins, Minister  
Jim Keenan, Deputy Minister

Ministère du Tourisme des Loisirs  
Province de l'Ontario  
Queen's Park  
Toronto, Canada  
M7A 2R9

John Eakins, Ministre  
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*Ontario Ministry of  
Tourism and Recreation  
Annual Report 1986-1987*

*Ministère du Tourisme  
et des Loisirs de l'Ontario  
Rapport Annuel 1986-1987*



*The Ministry of Tourism and Recreation  
has three creative logos which are easily  
recognized by the public. Ontario  
Incredible!/Ontario Irresistible! promotes  
tourism in the province. An active figure  
inside Ontario's trillium symbol promotes  
sports and fitness activities. Recreation is  
promoted by a figure surrounded with lines  
representing momentum.*

*Le ministère du Tourisme et des Loisirs  
possède trois logos empreints d'originalité  
que le public reconnaît facilement. Ontario  
Incredible!/Ontario Irrésistible! fait la pro-  
motion du tourisme dans la province. Une  
silhouette en action à l'intérieur du trillium  
de l'Ontario fait la promotion des activités  
physiques et sportives. Une silhouette  
représentant la victoire et mise en relief par  
des lignes fait la promotion des loisirs.*

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## MINISTER'S MESSAGE

The Ministry works with two dynamic sectors that contribute greatly to the social and economic strength of Ontario.

In fiscal year 1986/87 solid progress was made toward realizing the full potential of the tourism and recreation systems. It is my pleasure as Minister to report on those achievements accomplished while the Ministry was under the fine leadership of my cabinet colleague, the honourable John Eakins.

The key to the Ministry's success has been a new spirit of partnership and a willingness to listen. Our government's commitment to open consultation and dialogue was demonstrated through such measures as the 16 round-table meetings with the tourism industry in the spring and summer of 1986.

The enthusiastic response to the Destinations North and Destinations East initiatives is encouraging. These programs are clearly on target in meeting the special needs of the tourism industry in these regions.

Another major advance, which will bear fruit in the coming year, was the introduction of the new Tourism Awareness and Hospitality Training Program, aimed at positioning Ontario as *the* hospitality destination.

## MESSAGE DU MINISTRE

Le ministère travaille en collaboration avec deux secteurs dynamiques qui apportent une contribution importante à la vigueur économique et sociale de l'Ontario.

Durant l'exercice 1986/87, d'énormes progrès ont été accomplis afin d'utiliser le plein potentiel du réseau du tourisme et des loisirs. En ma qualité de ministre, je suis heureux de faire ici le bilan des réalisations lorsque le ministère était dirigé de main de maître par mon collègue du conseil des ministres, l'honorable John Eakins.

Notre nouvel esprit de collaboration et notre volonté d'écouter les autres a été la clé de notre succès. Grâce à des mesures comme les 16 tables rondes organisées avec l'industrie touristique au cours du printemps et de l'été 1986, nous avons prouvé que nous étions prêts à tenir des consultations et à ouvrir le dialogue avec nos clients.

Nous sommes encouragés par les réactions enthousiastes que nous ont values nos initiatives de Destinations Nord et Destinations Est. Il est évident que ces programmes répondent exactement aux besoins spéciaux de l'industrie du tourisme dans ces régions.

Le lancement de notre nouveau Programme de sensibilisation et de formation à l'intention de l'industrie hôtelière représente un autre progrès considérable, qui devrait porter fruit au cours du prochain exercice. Ce programme vise à faire de l'Ontario *la* destination touristique préférée.



During fiscal year 1986/87, substantial progress was also achieved in the recreation system. The Ministry encouraged participation by women, especially in competitive sports.

It supported the first Senior Games playoffs and planned new programs to help senior citizens enrich their quality of life through recreation.

Steps were also taken to broaden access for physically challenged individuals to recreation and tourism facilities and programs.

And, our government has begun to put in place a comprehensive strategy to stem the rise in injuries in amateur sport and fitness.

The cooperation of clients in all these areas has been heartening. I assure you that under my leadership, the Ministry will continue to pursue these directions in 1987/88.

My ministry and our government look forward to continued partnership with the tourism industry and the recreation community to provide the people of Ontario with leisure opportunities second to none.



Hugh P. O'Neil  
Minister

Des progrès considérables ont également été accomplis dans le domaine des loisirs durant l'exercice 1986-1987. Le ministère a encouragé la participation des femmes, surtout dans les sports de compétition.

Il a appuyé les séries éliminatoires des premiers Jeux pour personnes âgées et il prévoit de lancer d'autres programmes pour aider les personnes âgées à améliorer leur qualité de vie grâce aux loisirs.

Nous avons pris des mesures pour mettre les installations et les programmes de loisirs et de tourisme à la portée des personnes souffrant de problèmes physiques.

Et notre gouvernement a commencé à mettre en place une stratégie générale visant à freiner la multiplication des blessures dans le sport amateur et les activités de conditionnement physique.

La collaboration de nos clients dans tous ces domaines a été encourageante. Je peux vous assurer que sous ma direction, le ministère continuera dans ce sens au cours de 1987-1988.

Mon ministère et notre gouvernement sont heureux de poursuivre leur collaboration avec l'industrie touristique et le milieu des loisirs afin d'offrir à la population de l'Ontario des possibilités de loisirs sans pareilles.



Hugh P. O'Neil  
Ministre





---

*Hugh P. O'Neil*  
*Minister*

*Hugh P. O'Neil*  
*Ministre*





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## DEPUTY MINISTER'S MESSAGE

In 1986-87, the Ministry of Tourism and Recreation strengthened its programs and services to Ontario's 10,000 tourist enterprises, 800 municipalities and legions of recreation professionals and volunteers.

On the tourism side, the "Ontario Incredible" campaign launched a more hard-hitting, retail-oriented approach to marketing. This undoubtedly contributed to the strong 11 per cent growth recorded by Ontario tourism in 1986.

To prepare for the future, we undertook planning for a long-term tourism strategy for Ontario. We consulted with the industry through round-table discussions in 16 communities and also appointed a government-industry task force to review financial assistance programs.

The Canada-Ontario Tourism Development Agreement Program continued to re-position Ontario in the world market by supporting the construction of major destination complexes. Significant expansion and upgrading of our tourism plant was also propelled by the Tourism Redevelopment Incentive Program (TRIP), which has been renewed through 1987 and 1988.

The Best Ever program completed its second year of promoting broad participation and competitive excellence in amateur sports. Ontario's triumph at the Canada Winter Games in February, following our strong contribution at the Commonwealth Games in August, bodes well for our performance at the 1988 Olympics.

This year the government approved the Community Recreation Policy, which was

## MESSAGE DU SOUS-MINISTRE

En 1986-1987, le ministère du Tourisme et des Loisirs a renforcé les programmes et les services qu'il offre aux 10 000 entreprises touristiques, aux 800 municipalités et à la multitude de professionnels et de bénévoles des loisirs de l'Ontario.

Côté tourisme, la campagne «Ontario Irrésistible» a marqué l'introduction d'une méthode de commercialisation plus mordante, plus orientée sur le consommateur. Cette campagne a certainement contribué à la croissance de 11 pour 100 enregistrée dans le secteur touristique ontarien en 1986.

Afin de préparer l'avenir, nous avons entrepris en Ontario la planification d'une stratégie touristique à long terme. Nous avons consulté les membres de l'industrie lors de tables rondes tenues dans 16 collectivités et nous avons formé un groupe de travail mixte avec l'industrie afin d'examiner les programmes d'aide financière.

Le Programme Canada-Ontario pour le développement du tourisme a continué de renforcer la position de l'Ontario sur le marché mondial en appuyant la création d'importants centres touristiques. Le Programme d'encouragement au développement touristique (TRIP), qui a été renouvelé pour 1987 et 1988, a aussi contribué énormément à l'expansion et à l'amélioration de nos installations touristiques.

Le programme «Mieux que jamais» a favorisé pour la deuxième année consécutive la participation au sport amateur et l'excellence dans les compétitions. Le





developed in consultation with municipalities and other players in the recreation system. This document gives us a clear road map for future partnerships in the provision of leisure services in Ontario communities.

The Ministry continued to expand French language services to provide Franco-Ontarians with access to our programs in their own language. We also prepared for the implementation of freedom of information legislation, scheduled to come into force in 1987-88.

At the first-ever ministry conference for professional staff and management, work began on internal organizational issues that affect the overall performance of the Ministry.

In the year ahead, we in the Ministry, pledge to continue working closely with our clients to expand participation in recreation and reinforce the drawing power of Ontario tourism.



Jim Keenan  
Deputy Minister

triomphe de l'Ontario aux Jeux d'hiver du Canada en février, suite à notre bonne prestation aux Jeux du Commonwealth en août, est de bon augure pour les Jeux Olympiques de 1988.

Cette année, le gouvernement a approuvé la Politique des loisirs communautaires, élaborée en consultation avec les municipalités et d'autres intervenants du réseau des loisirs. Ce document ouvre la voie à une collaboration future en matière de services de loisirs dans les collectivités de l'Ontario.

Le ministère a poursuivi l'expansion de ses services en français afin de permettre aux Franco-Ontariens d'avoir accès à ses programmes dans leur langue. Il a aussi préparé la mise en oeuvre de la législation sur l'accès à l'information, qui doit entrer en vigueur en 1987-1988.

Lors de la toute première conférence du ministère où assistaient le personnel professionnel et la direction, on a commencé à travailler sur les questions d'organisation interne qui affectent la performance globale du ministère.

Au cours de l'année qui vient, nous nous engageons à continuer de collaborer étroitement avec nos clients afin d'étendre la participation aux loisirs et de renforcer la puissance d'attraction du tourisme ontarien.



Jim Keenan  
Sous-ministre



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*Jim Keenan*  
*Deputy Minister*

*Jim Keenan*  
*Sous-ministre*







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## TOURISM DIVISION

### ONTARIO TOURISM BOOMS

In 1986, the Ontario tourism industry recorded its best year in more than a decade. Total travel expenditures in the province increased a substantial 11 per cent to \$8.8 billion from the 1985 level of \$7.9 billion.

The number of U.S. visitors rose a solid 4.9 per cent over the previous year. This was a sharp departure from the recent annual gains of only one or two percentage points in this vital market.

Visits from Quebec increased a dramatic 82.4 per cent, while trips by Ontarians within their home province rose 12.8 per cent. Overseas business was up too, rebounding 23.8 per cent from an off year.

By helping the industry develop and market the Ontario tourism product, the Ministry contributed to these outstanding results.

### Long-term Tourism Strategy

The current strong performance of Ontario tourism provides a solid base for future advances in world markets. To help the industry meet intensifying international competition, the Ministry began work on a long-term Ontario tourism strategy.

The planning process began with 16 round-table meetings across the province in spring and summer 1986. Representatives comprising a cross-section of local tourist operators, associations and municipalities were invited to participate in these

## DIVISION DU TOURISME

### LE TOURISME ONTARIEN EN PLEIN ESSOR

En 1986, l'industrie touristique de l'Ontario a enregistré sa meilleure année depuis plus de dix ans. Les dépenses touristiques totales dans la province ont augmenté de 11 pour 100, atteignant 8,8 milliards de dollars par rapport à 7,9 milliards de dollars en 1985.

Le nombre de visiteurs des États-Unis a augmenté de 4,9 pour 100 par rapport à l'année précédente. Ces résultats contrastent énormément avec les gains annuels de un ou deux pour cent obtenus ces dernières années dans ce marché vital.

Le nombre de visiteurs du Québec a augmenté de 82,4 pour 100, tandis que le nombre de visiteurs ontariens dans cette province a augmenté de 12,8 pour 100. Les visiteurs d'outre-mer ont augmenté de 23,8 pour 100 par rapport à l'année précédente, qui avait été décevante.

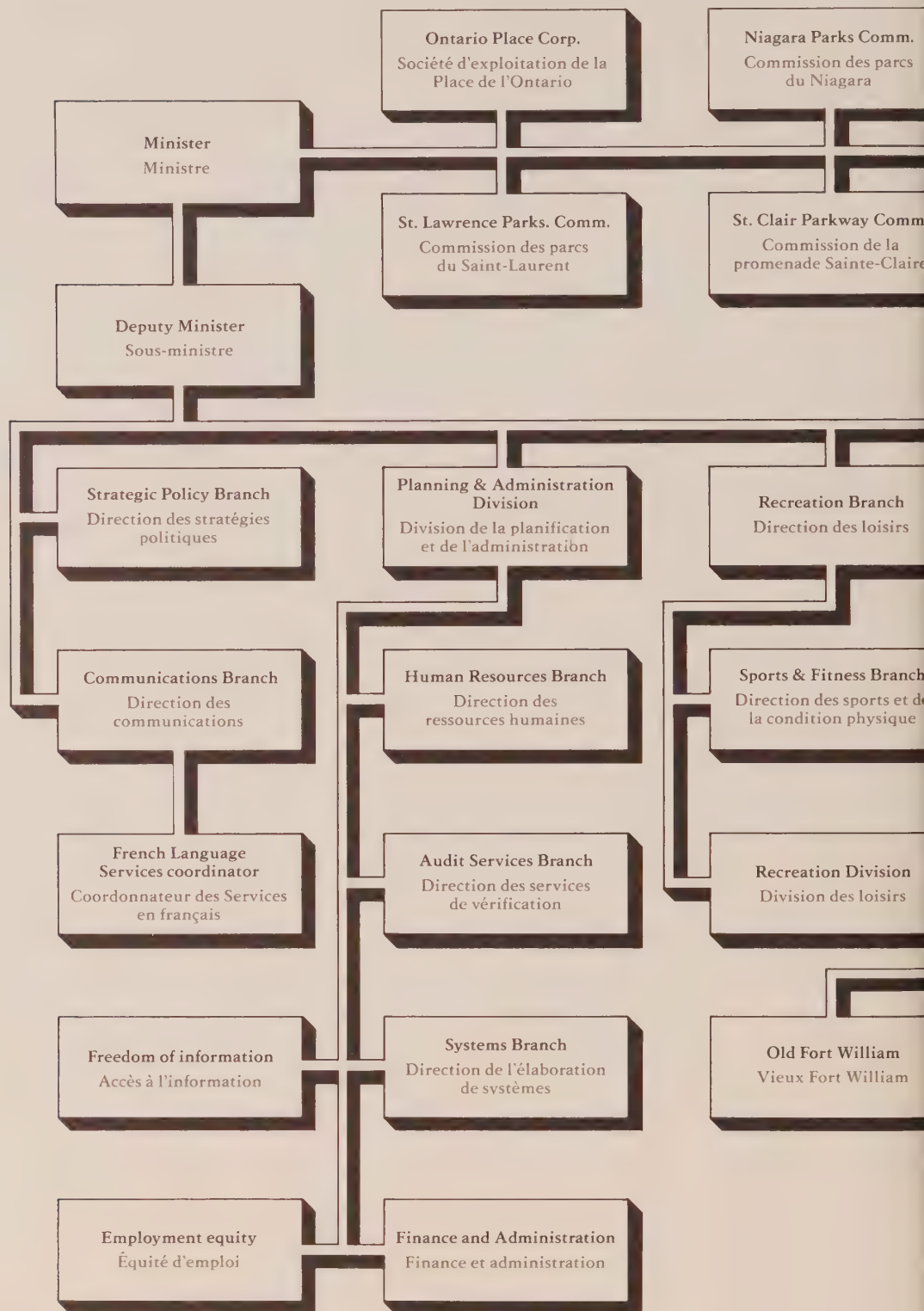
En aidant l'industrie à développer et à commercialiser le produit touristique ontarien, le ministère contribue à ces résultats remarquables.

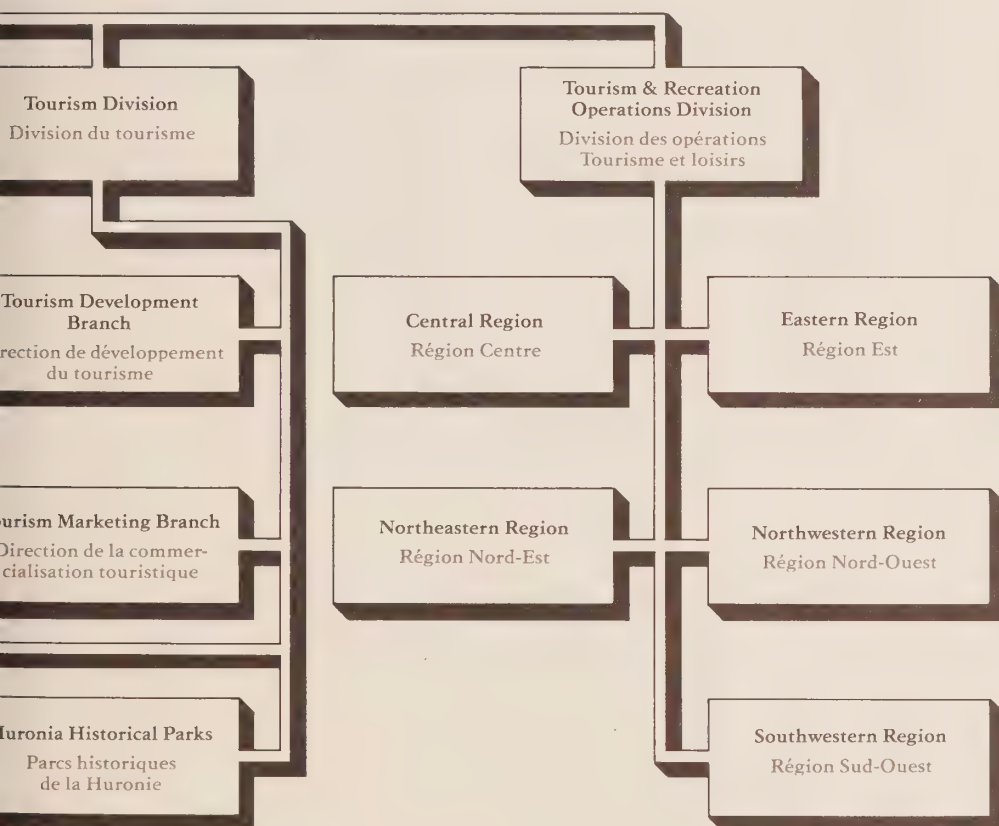
### Stratégie touristique à long terme

La bonne performance actuelle du tourisme ontarien constitue une base solide pour effectuer une percée sur les marchés mondiaux. Afin d'aider l'industrie à faire face à une concurrence internationale de plus en plus intense, le ministère a commencé à mettre au point une stratégie touristique à long terme en Ontario.



MINISTRY OF TOURISM AND RECREATION ORGANIZATION AUGUST 4, 1981  
 ORGANIGRAMME DU MINISTÈRE DU TOURISME ET DES LOISIRS 4 AOÛT 1981







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working sessions about the future of the industry.

The Ministry combined this input with further research and analysis, consulted with other ministries, and began formulating a business plan for the growth of Ontario tourism. This comprehensive strategy will be announced in 1987-88.

#### **"ONTARIO INCREDIBLE" CAMPAIGN SPEARHEADS TOURISM MARKETING**

The Ministry embarked on new marketing directions this year with the introduction of the powerful new "Ontario Incredible" advertising campaign. It aims to transform consumer awareness of Ontario tourism into actual trips taken and dollars spent. Reflecting a more retail approach to marketing, the campaign is highly specific.

#### **Hard-hitting Message**

The hub of the spring and summer 'Ontario Incredible' campaign was a series of five hard-hitting television commercials produced for the Ontario and U.S. markets. The new commercials were backed by product-specific newspaper advertisements conveying a detailed picture of the travel experience in each of Ontario's colourful regions.

For the first time in the Ministry's tourism advertising, attractions in one area of the province were showcased in a multimedia mix to residents of another area.

La phase de planification a débuté par la tenue de 16 tables rondes dans toute la province au printemps et à l'été 1986. Des représentants des exploitants touristiques locaux, des associations et des municipalités avaient été invités à participer à ces séances de travail sur l'avenir de l'industrie.

Le ministère a combiné les résultats de ces discussions avec d'autres recherches et analyses, consulté d'autres ministères et commencé à formuler un plan d'action pour favoriser la croissance de l'industrie touristique ontarienne. Cette stratégie globale sera annoncée en 1987-1988.

#### **LA CAMPAGNE «ONTARIO IRRÉSISTIBLE» À L'AVANT-GARDE DE LA COMMERCIALISATION TOURISTIQUE**

Le ministère a pris de nouvelles orientations cette année en matière de commercialisation avec l'introduction de la puissante campagne publicitaire «Ontario Irrésistible». Elle vise à transformer la sensibilisation des consommateurs envers le tourisme en Ontario en voyages et en dépenses véritables. Utilisant une méthode de commercialisation plus centrée sur les ventes au détail, cette campagne est très spécifique.

#### **Un message qui a de l'impact**

La campagne «Ontario Irrésistible» du printemps et de l'été était centrée sur une série de cinq annonces commerciales télévisées produites pour les marchés américains et ontariens. Ces nouvelles annonces étaient appuyées par des annonces portant sur des produits précis dans les journaux, qui donnaient une image détaillée d'une expérience de voyage dans chacune des régions pittoresques de l'Ontario.



The aim was to generate traffic within Ontario and keep tourism dollars at home.

The marketing drive in the United States was designed to capitalize on the stretched dollar and Ontario's appeal as a foreign yet friendly destination—a strong factor in light of the drop-off in U.S. travel to Europe.

The Ministry this year introduced a special fall newspaper insert to extend the season beyond the traditional summer months. The mid-August promotion in Ontario and three U.S. markets contained specific information on such items as attractions, fall fairs and auto tours. It generated a record 3,800 calls in one day to the Ministry's customer sales and service lines.

### **French-Language Promotions**

The Ministry this year received additional funds to promote Ontario tourism in Quebec after a four-year absence from this market.

The campaign message was: Ontario has changed and is now a destination worth enjoying and exploring.

Pour la première fois dans les annonces touristiques du ministère, les attractions d'une région de la province étaient présentées aux résidents des autres régions au moyen d'une combinaison de plusieurs médias. Ces annonces avaient pour but de faire voyager les gens à l'intérieur de l'Ontario et de garder ici même l'argent de leurs voyages.

La campagne de commercialisation aux États-Unis était conçue de façon à tirer profit de la valeur du dollar et de l'attrait de l'Ontario comme destination étrangère mais amicale—un facteur important étant donné la baisse du tourisme américain en Europe.

Le ministère a introduit cette année un encart publicitaire spécial dans les journaux afin de prolonger la saison au-delà des mois d'été traditionnels. La promotion réalisée à la mi-août en Ontario et sur trois marchés américains contenait des renseignements précis sur les attractions, les foires d'automne et les circuits touristiques. Elle a engendré un nombre record de 3 800 appels en une seule journée à la section des ventes et du service à la clientèle du ministère.

### **Promotion en français**

Le ministère a obtenu des fonds additionnels cette année afin de promouvoir le tourisme ontarien au Québec, après une absence de quatre années sur ce marché.

Le message de la campagne était le suivant : l'Ontario a changé et c'est maintenant une destination qui vaut la peine d'être explorée et appréciée.



## TOURISM STATISTICS

	1985	1986	% Change 1986/85
A. International Travellers to Ontario			
Total U.S. (All Modes)	23,506,754	24,662,144	4.9
— Same Day Auto	15,353,278	16,340,002	6.4
— One or More Nights Auto	4,933,857	5,075,103	2.9
Other Countries (All Routes)	974,770	1,206,492	23.8
— Via U.S.	566,362	706,258	24.7
— Direct	408,408	500,234	22.5
B. Quebec Travellers to Ontario	1,580,000	2,882,000	82.4
C. Travel Expenditures ('000s)			
Total by Visitors from All Origins	\$7,922,000	\$8,803,000 <sup>1</sup>	11.1
D. Occupancy Rate <sup>2</sup> (Jan. to Dec. Incl.)			
Provincial Average	60.2%	60.6%	
E. Restaurant, Caterer and Tavern Receipts (Jan. to Dec. Incl.) (Millions)	\$4,642.6	\$5,206.6	12.1
F. Ministry Travel Information Inquiries (Jan. to Dec. Incl.)	1,383,308	1,498,132	8.3

<sup>1</sup> Preliminary<sup>2</sup> Pertains to all commercial accommodation establishments, excluding campgrounds.



## STATISTIQUES SUR LE TOURISME

STATISTIQUES SUR LE TOURISME		% de changement 1986 1986/85	
	1985	1986	1986/85
A. Voyageurs étrangers en Ontario			
Total en provenance des États-Unis (tous les moyens de transport)	23 506 754	24 662 144	4,9
— une journée, en automobile	15 353 278	16 340 002	6,4
— au moins une nuit, en automobile	4 933 857	5 075 103	2,9
Autres pays (toutes les provenances)	974 770	1 206 492	23,8
— en passant par les É.-U.	566 362	706 258	24,7
— directement en Ontario	408 408	500 234	22,5
B. Québécois visitant l'Ontario	1 580 000	2 882 000	82,4
C. Dépenses totales des voyageurs de toutes les origines			
(en milliers de dollars)	7 922 000	8 803 000 <sup>1</sup>	11,1
D. Taux d'occupation <sup>2</sup> (de jan. à déc. incl.)			
Moyenne provinciale	60,2 %	60,6 %	
E. Recettes des restaurants, traiteurs et tavernes (de jan. à déc. incl.) (en millions de dollars)			
	4 642,6	5 206,6	12,1
F. Demandes de renseignements touristiques au ministère (de jan. à déc. incl.)			
	1 383 308	1 498 132	8,3

<sup>1</sup> Données préliminaires

<sup>2</sup> S'applique à tous les établissements d'hébergement commerciaux, à l'exclusion des terrains de camping.



Radio, newspaper and transit-board advertising appeared in fall 1986, followed by a winter newspaper campaign. In the months the ads ran, the Ministry recorded dramatic increases in calls to its French-language telephone inquiry lines of up to 87.1 per cent over the previous year.

Within Ontario the francophone campaign started in fall 1986 with radio and newspaper advertising and will continue throughout 1987.

### **Northern Marketing**

The Ministry this year began a special two-year, \$2 million marketing campaign under the Destinations North initiative. Advertising spotlighting northern attractions, heritage and outdoor adventure is being directed at southern Ontario and U.S. border states. The Ministry's first television commercial promoting Ontario fishing was featured.

Public relations activities surrounding sport shows were also stepped up in early 1987. The Ministry hosted "Breakfasts with Babe" (famous outdoorsman Babe Winkelman) in seven U.S. cities and sent "shore lunch" meals to radio disc jockeys in other major markets. The promotions sparked media attention and coverage—and brisk business at Ontario sport show booths.

### **Looking Ahead**

In September the Ministry held a series of 14 meetings with tourism clients across the province to review the accomplishments of 1986 and prepare for the 1987 marketing campaign. This review is now an annual process.

Les annonces à la radio, dans les journaux et dans les transports en commun furent publiées en automne 1986, suivies d'une campagne d'hiver dans les journaux. Pendant les mois où paraissaient les annonces, le ministère enregistra une augmentation considérable des appels sur sa ligne de renseignements en français de 87,1 pour 100 par rapport à l'année précédente.

À l'intérieur de l'Ontario, la campagne en français a débuté en automne 1986 avec des annonces à la radio et dans les journaux et se poursuivra tout au long de 1987.

### **Commercialisation du Nord**

Le ministère a commencé cette année une campagne spéciale de commercialisation, dotée de 2 millions de dollars échelonnés sur deux ans, dans le cadre des initiatives Destinations Nord. Les annonces faisant ressortir les attractions, le patrimoine et l'aventure en plein air dans le Nord sont orientées vers le Sud de l'Ontario et les États limitrophes des États-Unis. La première annonce télévisée du ministère destinée à promouvoir la pêche en Ontario a été présentée.

Les activités de relations publiques entourant les salons des sportifs ont également été accentuées au début de 1987. Le ministère a organisé des «petits déjeuners avec Babe» (Babe Winkelman, célèbre spécialiste du plein air) dans sept villes américaines et envoyé des «casse-croûte» à des animateurs de radio des autres marchés principaux. Ces promotions attirèrent l'attention des médias—et suscitèrent beaucoup d'activité autour des kiosques de l'Ontario dans les salons des sportifs.



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### **Cooperative Marketing**

The Ministry participated in cooperative promotional ventures with the private sector and other government agencies.

Toronto for the Arts, a pilot project running from January to April 1987, promoted Toronto travel packages including cultural attractions and hotel accommodation in three U.S. travel markets. More than 1,200 packages were sold and a similar program will be organized in 1987-88.

Via Rail and the Ministry combined to promote Ontario tourism in the Montreal market. Fall and winter newspaper advertisements highlighted "getaway" packages to Toronto, Niagara Falls and Ottawa.

### **Customer Sales and Service**

This year, the Ministry's customer service operation was computerized. Callers on toll-free lines receive consistent service since the system prompts travel counselors to ask specific sequential questions about needs and interests.

The counsellors, trained to actively promote Ontario travel, are spending more time on each inquiry. This indicates consumers are receiving more advice and information.

The Ministry's network of 40 travel information centres is another important marketing tool. This year, a long-term program to upgrade these facilities continued. Six centres have been completed so far and five more are in various stages of conversion.

### **L'avenir**

En septembre, le ministère a tenu une série de 14 réunions avec des clients du milieu touristique de toute la province pour examiner les réalisations de 1986 et préparer la campagne de commercialisation de 1987. Cet examen a maintenant lieu chaque année.

### **Commercialisation coopérative**

Le ministère a entrepris des campagnes de publicité mixtes avec le secteur privé et d'autres organismes gouvernementaux:

Toronto for the Arts, projet pilote allant de janvier à avril 1987, fit une promotion de voyages touristiques à Toronto comprenant des attractions culturelles et la chambre d'hôtel sur le marché américain. Plus de 1 200 voyages ont été vendus et un programme semblable sera entrepris en 1987-1988.

Via Rail et le ministère se sont entendus pour promouvoir le tourisme ontarien sur le marché montréalais. Des annonces placées dans les journaux en automne et en hiver offraient des voyages «d'escapade» à Toronto, Niagara Falls et Ottawa.

### **Ventes et service à la clientèle**

Cette année, la section du service à la clientèle du ministère a été informatisée. Les gens qui appellent sur les lignes d'appel gratuit obtiennent un service uniforme puisque le système amène les conseillers touristiques à poser une série de questions précises sur les besoins et les intérêts de leur interlocuteur.

Les conseillers, qui sont formés pour promouvoir le tourisme en Ontario, passent plus de temps avec chaque client. Les touristes reçoivent donc plus de conseils et de renseignements.





The Ministry publishes a variety of consumer publications to provide in-depth travel information. This year, all publications were reviewed to make sure they are "closing the sale". Plans were made to introduce a French-language version of the popular *Traveller's Encyclopaedia* in 1987-88.

### **Tourism Awareness and Hospitality Training Program**

The Ministry this year developed a new Tourism Awareness and Hospitality Training Program designed to encourage repeat business by offering travellers unsurpassed hospitality.

The campaign was planned in consultation with industry leaders, travel associations and educators. Scheduled for a May 1987 launch, it will train employees at all levels of the industry to make an extra special impression on visitors. It will also make all Ontarians aware of the economic importance of tourism and the part they play in making tourists feel welcome.

### **Physically Challenged Travellers**

The Ministry has taken the lead in promoting a coordinated nationwide response to the needs of physically challenged travellers.

Le réseau de 40 centres d'information touristique du ministère constitue un autre instrument de commercialisation important. Le programme à long terme d'amélioration de ces installations s'est poursuivi cette année. Six centres sont terminés jusqu'à présent et cinq autres sont à divers stades de conversion.

Le ministère publie diverses brochures afin de donner aux consommateurs des renseignements touristiques détaillés. Toutes les publications ont été revues cette année pour vérifier qu'elles favorisent bien les ventes. Nous projetons de publier une version française de la très populaire *Traveller's Encyclopaedia* en 1987-1988.

### **Programme de sensibilisation et de formation à l'intention de l'industrie hôtelière**

Cette année, le ministère a mis sur pied un nouveau Programme de sensibilisation et de formation à l'intention de l'industrie hôtelière dans le but d'encourager les visiteurs à revenir en leur offrant une hospitalité inégalée.

La campagne a été planifiée en consultation avec les dirigeants de l'industrie, les associations touristiques et les éducateurs. Le programme, qui doit débiter en mai 1987, formera les employés à tous les niveaux de l'industrie afin qu'ils laissent une impression inoubliable aux visiteurs. Elle fera également prendre conscience à tous les Ontariens de l'importance économique du tourisme et du rôle qu'ils jouent dans l'accueil des touristes.

### **Voyageurs handicapés physiques**

Le ministère a montré la voie en favorisant l'adoption de mesures coordonnées à l'échelle nationale pour répondre aux be-



In November, the Federal-Provincial Conference of Tourism Ministers adopted Ontario's suggestion to create a national working group on access to tourist information and facilities. This group, chaired by MTR, will review present tourism services and make recommendations.

Within Ontario, the Ministry took steps toward meeting the needs of physically challenged persons: a) applications for capital funding under the Ministry's tourism financial assistance programs must now include a plan of access for disabled persons; b) all Ministry travel information centres will be wheelchair accessible when the current renovation program is complete by fall 1988, and c) the Ministry considered the information needs of disabled persons in its review of tourism consumer publications.

#### **DEVELOPMENT INCENTIVES BOOST INTERNATIONAL COMPETITIVENESS**

In 1986-87 some \$63 million in provincial government loans, subsidies and loan guarantees was committed to Ontario tourism. Since nearly all the loans will eventually be repaid and very few of the guarantees will ever be called, the actual cost to government is estimated at approximately \$16.8 million (in current dollars and assuming stable interest rates).

soins des voyageurs handicapés physiques.

En novembre, la Conférence fédérale-provinciale des ministres du Tourisme a adopté la proposition de l'Ontario en vue de créer un groupe de travail national sur l'accès aux installations et aux renseignements touristiques. Le groupe, présidé par le ministère du Tourisme et des Loisirs, étudiera les services touristiques existants et fera des recommandations.

En Ontario, le ministère a pris des mesures pour répondre aux besoins des personnes handicapées physiques: a) les demandes de fonds d'immobilisations dans le cadre des programmes d'aide financière au tourisme du ministère doivent maintenant comprendre un plan d'accès pour les personnes handicapées; b) tous les centres d'information touristique du ministère seront accessibles aux fauteuils roulants lorsque le programme actuel de rénovations sera terminé à l'automne 1988 et c) le ministère a tenu compte des renseignements utiles aux personnes handicapées lors de la revue de ses publications touristiques.

#### **LES STIMULANTS AU DÉVELOPPEMENT RENFORCENT LA COMPÉTITIVITÉ INTERNATIONALE**

En 1986-1987, le gouvernement provincial a consacré quelque 63 millions de dollars de prêts, subventions et garanties de prêts aux installations touristiques de l'Ontario. Étant donné que pratiquement tous les prêts seront en fin de compte remboursés et que très peu de garanties seront appliquées, le coût réel de l'opération pour le gouvernement est estimé à environ 16,8 millions de dollars (en dollars constants et en supposant des taux d'intérêts stables.)



These government commitments levered a further \$78.1 million in private sector investment in tourism development. The projects involved are expected to directly or indirectly create more than 5,200 person-years of employment. The developments are also forecast to generate total income of \$169 million and approximately \$19 million in provincial tax revenue.

### **Federal-Provincial Incentives**

The \$44 million Canada-Ontario Tourism Development Agreement is stimulating investment to build a world-class tourism plant. The program is designed to encourage development of year-round destination resorts, attractions and other major travel generators.

The four program components fit together in a comprehensive assistance package. Funding may be provided to support feasibility and planning studies; product development through major capital investment; marketing of travel generators assisted under the capital program, and visitor services to improve the international business of travel wholesalers and tour operators.

The two governments cost-share this initiative on a 50-50 basis. Over the past two years contracts have been signed providing \$17.9 million to four major Ontario capital developments.

Ces engagements gouvernementaux ont engendré des investissements supplémentaires de 78,1 millions de dollars du secteur privé dans les aménagements touristiques. Les projets concernés devraient créer directement ou indirectement plus de 5 200 années-personnes d'emploi. On prévoit également que les aménagements produiront un revenu total de 169 millions de dollars et des recettes fiscales provinciales d'environ 19 millions de dollars.

### **Stimulants fédéraux-provinciaux**

L'Entente de développement touristique Canada-Ontario, avec un budget de 44 millions de dollars, encourage les investissements visant à créer des installations touristiques de classe internationale. Le programme est conçu pour encourager l'aménagement de centres de villégiature, d'attractions et d'autres attraits touristiques importants ouverts toute l'année.

Les quatre éléments du programme s'accordent pour former un ensemble complet d'aide financière. Le financement peut couvrir les études de faisabilité et de planification; l'aménagement de produits touristiques grâce à d'importantes dépenses d'immobilisations; la commercialisation d'attractions touristiques ayant obtenu une aide dans le cadre du programme d'immobilisations et les services aux visiteurs afin d'améliorer les affaires des grossistes et des exploitants de voyages organisés au niveau international.

Les deux paliers de gouvernement se partagent à égalité les frais de cette initiative. Au cours des deux dernières années, les gouvernements ont signé des contrats totalisant 17.9 millions de dollars en faveur de quatre importants projets d'immobilisations en Ontario.





The total cost of these projects spurred by government incentives is nearly \$100 million. Applications proposing further developments totalling \$170 million have been ruled eligible and were in various stages of approval or negotiation at year end.

Cranberry Village, just west of Collingwood, has embarked on a \$26.9 million, three-year expansion program with the aid of a \$4 million loan under the federal-provincial agreement. The government contribution will enable the resort to introduce a more attractive and diverse recreational mix, enhancing its international competitiveness. The project will also feature 400 condominium townhouses and 75 timeshare rental units.

Horseshoe Valley (Medonte) Ltd. near Barrie has undertaken a \$9.2 million expansion with the assistance of a \$1.9 million loan under the program. The government funds are being used to develop indoor recreation facilities as part of 102-room "country inn" hotel and conference centre. The project, slated for completion in 1987, will create a four-season destination resort of international calibre at one of Ontario's largest ski attractions.

Horseshoe Valley has also been awarded the program's first marketing grant, which

Le coût total de ces projets stimulés par les encouragements gouvernementaux atteint presque 100 millions de dollars. D'autres propositions portant sur des aménagements d'une valeur totale de 170 millions de dollars ont été jugées admissibles et en étaient à divers stades du processus d'approbation ou de négociation à la fin de l'exercice.

Cranberry Village, juste à l'ouest de Collingwood, s'est lancé dans un programme d'expansion de 26,9 millions de dollars, sur trois ans, avec l'aide d'un prêt de 4 millions de dollars versé dans le cadre de l'entente fédérale-provinciale. La contribution gouvernementale permettra à ce centre de villégiature d'offrir des possibilités de loisirs plus attrayantes et plus diversifiées et de renforcer ainsi sa compétitivité internationale. Le projet comprendra également 400 maisons en rangée en copropriété et 75 logements locaux à temps partagé.

Horseshoe Valley (Medonte) Ltd., près de Barrie, a entrepris une expansion de 9,2 millions de dollars avec l'aide d'un prêt de 1,9 million de dollars dans le cadre du programme. Les fonds gouvernementaux serviront à aménager des installations de loisirs intérieures dans un complexe contenant une "auberge de campagne" de 102 chambres et un centre de conférences. Le projet, qui devrait être terminé en 1987, créera un centre de villégiature toutes saisons de calibre international dans l'un des plus grands centres de ski de l'Ontario.

Horseshoe Valley a aussi obtenu la première subvention de commercialisation du programme, ce qui aidera le nouvel hôtel à



will help position the new hotel in the travel marketplace. The governments have agreed to contribute \$180,000 toward a \$401,000 advertising and promotional campaign during the pre-opening period and first year of operation.

### **Financial Assistance Task Force**

The Ministry deploys the public funds invested in tourism development as effectively as possible. This year it appointed a task force to review, for the first time in four years, the province's tourism financial assistance programs.

The 13-member group, drawn from government and the private sector, and reflecting Ontario's different regions, assessed how well current programs meet existing and projected industry needs. The Ministry will consider these recommendations in its tourism strategy.

Two of the foremost proposals of the task force were implemented immediately with the extension in early 1987 of the Tourism Redevelopment Incentive (TRIP) and Grading Assistance programs.

### **TOURISM REDEVELOPMENT INCENTIVE PROGRAM (TRIP)**

The TRIP program provides loan guarantees and interest subsidies to help build new tourist accommodation facilities and attractions or improve the existing plant.

se faire une place sur le marché du tourisme. Les gouvernements ont accepté de verser 180 000 \$ pour une campagne de publicité et de promotion de 401 000 \$ organisée au cours de la période précédant l'ouverture et pendant la première année d'exploitation.

### **Groupe de travail sur l'aide financière**

Le ministère utilise les fonds publics investis dans le développement du tourisme le plus efficacement possible. Cette année, il a formé un groupe de travail chargé d'examiner, pour la première fois depuis quatre ans, les programmes d'aide financière de la province en faveur du tourisme.

Les 13 membres du groupe, représentant le gouvernement et le secteur privé, ainsi que les différentes régions de l'Ontario, ont évalué dans quelle mesure les programmes actuels répondent aux besoins existants et prévus de l'industrie. Le ministère tiendra compte de ces recommandations lors de sa stratégie touristique.

Deux des plus importantes propositions du groupe de travail ont été mises en oeuvre immédiatement avec le prolongement au début de 1987 du Programme d'encouragement au développement touristique (TRIP) et du Programme d'aide à la classification.

### **PROGRAMME D'ENCOURAGEMENT AU DÉVELOPPEMENT TOURISTIQUE (TRIP)**

Le Programme d'encouragement au développement touristique (TRIP) offre des garanties de prêt et des subventions de réduction des intérêts pour aider à construire de nouvelles attractions et installa-



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*A series of television commercials on the new "Ontario Incredible" campaign promote a variety of exciting tourist destinations and activities around the province.*

*Une série d'annonces télévisées portant sur la nouvelle campagne "Ontario Irrésistible" fait la promotion de nombreuses destinations et activités touristiques passionnantes dans toute la province.*







Examples of assistance include: *Talisman Ski Resort Limited* in Beaver Valley in Grey County for construction of a day lodge including a cafeteria, the purchase of new snow-making equipment, the addition of a chairlift and other site improvements; *Cullen Gardens* in Whitby for the first phase in the long-term development of a heritage theme park, including a 140-seat restaurant, a reception area for tour buses, a gift shop and other amenities, and *Viamede Resort* on Stoney Lake in the Kawartha tourist region for a major refurbishing of this turn-of-the-century property.

### Term Loans

The Tourism Term Loans Program provides low-interest loans to establish, expand or improve tourist facilities. The program, for instance, assisted *Gordon's Lodge* in Gore Bay on Manitoulin Island to add meeting rooms and triple the size of its restaurant, which can now accommodate bus tours.

### Grading Program Expands

Approximately 1,000 tourist establishments were participating in the Tourism Ontario grading program as of March 31, an increase of about 50 from a year earlier.

tions d'hébergement touristiques ou pour améliorer les installations existantes. Voici quelques exemples de l'aide accordée :

*Talisman Ski Resort Limited*, de Beaver Valley, dans le comté de Grey, pour la construction d'un chalet de jour comprenant une cafétéria, l'achat d'un nouveau matériel de fabrication de la neige, l'ajout d'un remonte-pente et d'autres améliorations apportées au site; *Cullen Gardens*, de Whitby, pour la première phase d'un projet à long terme d'aménagement d'un parc thématique sur le patrimoine. Le projet comprend un restaurant de 140 places, une salle de réception pour les voyages organisés, une boutique de cadeaux et d'autres commodités et *Viamede Resort*, sur le lac Stoney, dans la région touristique de Kawartha, pour une importante remise en état de cette propriété du début du siècle. Le projet a permis de rendre ce centre de villégiature plus compétitif sur le marché du tourisme.

### Prêts à terme

Le programme de prêts à terme pour le tourisme accorde des prêts à faibles taux d'intérêt pour créer, agrandir ou améliorer des installations touristiques. Le programme a, par exemple, aidé *Gordon's Lodge* de Gore Bay, sur l'île Manitoulin, à ajouter des salles de réunions et à tripler la taille de son restaurant, qui peut maintenant accueillir des voyages organisés.

### Expansion du programme de classification

Environ 1000 établissements touristiques participaient au programme de classification de Tourisme Ontario le 31 mars, soit une augmentation d'environ 50 pour 100 par rapport à l'exercice précédent. Le



The Ministry provides a grant to help Tourism Ontario cover costs of administering the star-rating system, which consumers find useful in choosing accommodation.

The Ministry also provides loans to upgrade facilities through the Grading Assistance program which was enhanced in early 1987. The loan ceiling was raised to \$100,000 from \$50,000, and eligibility was extended to operations with annual revenues not exceeding \$1.5 million up from \$1 million.

#### Tourism Financing Programs\*

	Number of Loans	Loan Value	Total Investment
TRIP	54	\$20,880,000	\$55,120,276
Term Loans	79	\$ 7,925,208	\$15,118,966
Grading Assistance	9	\$ 345,000	\$ 440,000

\* Administered in conjunction with the Ontario Development Corporations

#### SMALL BUSINESS DEVELOPMENT CORPORATIONS

The Ministry of Tourism and Recreation helped tourist operators obtain funding from the Small Business Development Corporations (SBDC) program operated by the Ministry of Revenue. This program generated total tourism financing of \$27.2 million this year. The program offers corporate tax credits and individual cash grants to investors in SBDCs, which must in turn invest the funds in eligible small businesses, such as tourist enterprises.

ministère accorde une subvention à Tourisme Ontario lui permettant de couvrir les frais d'administration du système d'étoiles qui aide les consommateurs à choisir leur hôtel.

Le ministère accorde des prêts d'amélioration des installations grâce au programme d'aide à la classification, qui a été amélioré au début de 1987. La plafond des prêts est passé de 50 000 \$ à 100 000 \$ et l'admissibilité a été étendue aux installations ayant des revenus maximums de 1,5 million de dollars, au lieu de 1 million de dollars.

#### Programmes de financement du tourisme\*

	Nombre de prêts	Valeur des prêts	Investissement total
TRIP	54	20 880 000 \$	55 120 276 \$
Prêts à terme	79	7 925 208 \$	15 118 966 \$
Aide à la classifi- cation	9	345 000 \$	440 000 \$

\* Administrés conjointement avec les Sociétés de développement de l'Ontario

#### COMPAGNIES POUR L'EXPANSION DES PETITES ENTREPRISES

Le ministère du Tourisme et des Loisirs a aidé les exploitants d'installations touristiques à obtenir des fonds du programme des Compagnies pour l'expansion des petites entreprises (CEPE) administré par le ministère du Revenu. Ce programme a engendré un financement touristique total de 27,2 millions de dollars cette année. Il offre des crédits d'impôts aux compagnies et des subventions fiscales aux personnes qui investissent dans les CEPE. Ces dernières doivent investir les fonds dans des petites entreprises admissibles, telles que des entreprises touristiques.





## IMMIGRANT ENTREPRENEURS

The Ministry reviews business plans submitted by prospective immigrant entrepreneurs on behalf of the Ministry of Industry Trade and Technology, which then makes recommendations to the federal immigration authorities.

Eighty-two proposed tourism ventures, including hotels, restaurants and campgrounds, were evaluated this year compared with 61 last year. The immigrant entrepreneurs involved proposed investments totalling more than \$51 million.

## NEW REGIONAL INITIATIVES

In an early response to pressing concerns raised at the 16 round-table conferences, the Ministry introduced the Destinations North and East initiatives in summer 1986.

### Destinations Programs 1986-87

	Number of Projects	Value of Assistance
Destinations North		
Loans	26	\$2,812,750
Destinations East		
Grants	77	\$1,576,390
Loans	16	\$1,095,281
Total	93	\$2,671,671

### Destinations North

A government objective throughout the North is to broaden the economic base. Tourism represents an alternative for many northern communities which rely primarily on the resource sector.

## ENTREPRENEURS IMMIGRANTS

Le ministère examine les plans d'affaires présentés par des entrepreneurs candidats à l'immigration au nom du ministère de l'Industrie, du Commerce et de la Technologie, qui fait ensuite des recommandations aux autorités fédérales de l'immigration.

Quatre-vingt-deux projets d'entreprises touristiques, notamment des hôtels, des restaurants et des terrains de camping, ont été évalués cette année, par rapport à 61 au cours de l'exercice précédent. Les entrepreneurs immigrants concernés proposaient d'investir un total de 51 millions de dollars.

## NOUVELLES INITIATIVES RÉGIONALES

En première réaction aux demandes pressantes exprimées lors des 16 tables rondes, le ministère a introduit les programmes Destinations Nord et Destinations Est à l'été 1986.

### Programmes Destinations 1986-1987

	Nombre de projets	Valeur de l'aide
Destinations Nord prêts	26	2 812 750 \$
Destinations Est subventions	77	1 576 390 \$
prêts	16	1 095 281 \$
Total	93	2 671 671 \$

### Destinations Nord

Le gouvernement a pour objectif de développer la base économique du Nord. Le tourisme représente une solution intéressante pour de nombreuses collectivités du Nord qui dépendent essentiellement du secteur des ressources.



Destinations North includes four programs designed to meet the unique needs of the northern tourism industry.

One is *low-interest working capital loans* for accommodations and attractions with revenues of \$1 million or less. This access to emergency lines of credit helps operators keep financially stable.

Two is *incentive loans for capital construction* projects including renovations, expansions and new facilities. No principal or interest payments are required for up to five years. This feature makes investment much more attractive by improving cash flow in the early stages.

Three is flexible *financing for large-scale development* to help build major destination complexes and travel generators. The first project under this program is the redevelopment of Searchmont Valley Ski Resort, north of Sault Ste. Marie, which has the potential to draw skiers from a 400-mile distance.

The fourth is a major *marketing campaign spotlighting northern Ontario*, described earlier in this section of the annual report.

Destinations Nord comprend quatre programmes conçus pour répondre aux besoins uniques de l'industrie touristique du Nord.

Le premier : les installations et attractions ayant des revenus de 1 million de dollars ou moins peuvent bénéficier de *prêts à faible taux d'intérêt pour leur fonds de roulement*.

Le deuxième : des *prêts d'encouragement pour les projets d'immobilisations*, y compris les rénovations, les agrandissements et les nouvelles installations. Les bénéficiaires ne doivent verser aucun montant d'intérêt ni de principal pendant une période allant jusqu'à cinq ans. Ce facteur rend les investissements beaucoup plus intéressants car il permet d'améliorer la marge d'autofinancement pendant la période de lancement.

Le troisième : une *formule de financement souple pour les aménagements de grande envergure* afin d'encourager la construction d'importants centres de villégiature et autres attrait touristiques. Le premier projet financé dans le cadre de ce programme est le réaménagement du Centre de ski de Searchmont Valley, au nord de Sault Ste. Marie, qui pourrait devenir un important centre de ski régional attirant des skieurs d'une distance de 400 milles.

Le quatrième : une importante *campagne de commercialisation présentant le Nord de l'Ontario*, qui a été décrite au chapitre de la Division du tourisme du présent rapport annuel.



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## Destinations East

In eastern Ontario, the Destinations East initiative introduces seven programs to spark the renewal of the tourism product in this region. The seven include: incentive loans for *expansions and renovations*—with no payments for up to five years, financial assistance to develop *commercial tourist marinas* to realize the tremendous boating potential of eastern lakes and rivers, and *major project financing* to build destination complexes such as attractions, resorts and waterfront development in order to lure long-haul travellers.

Destinations East also provides grants to: organize regionally significant *festivals and special events* to attract tourists; support feasibility *studies* and municipal tourism planning studies; help operators cover *incremental marketing costs*, and assist municipalities and developers with *investment sourcing* activities such as marketplaces and investment missions.

## RECREATION DIVISION

### EXPANDING OPPORTUNITIES

A key ministry goal is to guarantee that all Ontarians have access to recreation opportunities matching their needs, interests and abilities.

## Destinations Est

Destinations Est a créé sept programmes pour stimuler le renouveau du tourisme dans l'Est de l'Ontario, comprenant : des prêts d'encouragement pour les *agrandissements et les renovations*—sans aucun paiement pendant une période allant jusqu'à cinq ans; une aide financière pour favoriser l'aménagement de *marinas touristiques commerciales* afin de réaliser le potentiel extraordinaire de la plaisance sur les lacs et les rivières de l'Est et un *financement aux grands projets de construction d'installations* telles que les attractions touristiques, les centres de villégiatures et les centres nautiques, afin d'attirer les touristes qui viennent de loin.

Destinations Est accorde également des subventions pour : organiser des *festivals* d'importance régionale et des *événements spéciaux* pour attirer les touristes; appuyer les *études de faisabilité* et les études municipales de planification touristique; aider les exploitants d'installations touristiques à couvrir *l'augmentation des frais de commercialisation*; aider les municipalités grâce à des activités comme des expositions et des missions auprès des investisseurs.

## DIVISION DES LOISIRS

### ACCROÎTRE LES POSSIBILITÉS DE LOISIRS

L'un des objectifs clés du ministère est d'assurer que tous les Ontariens ont accès à des loisirs qui correspondent à leurs besoins, à leurs intérêts et à leurs aptitudes.





## **SPORTS AND FITNESS INVESTMENT PAYS DIVIDENDS**

Each year the Ministry invests millions of dollars of public funds to support amateur sports and fitness activities in Ontario. This investment returns substantial economic and social dividends to the people of the province.

### **Wide Participation**

The Ministry's role contributes to Ontario's high levels of participation. A June 1984 survey showed that 65 per cent of Ontario adults, or 4.2 million individuals 18 years of age and over, were physically active at least once a week.

The 76 sport governing bodies supported by the Ministry includes some 1.3 million registered members. Apart from organized activities, it is estimated that a further three million people engage in these sports on an informal basis.

Sports and Fitness provide an avenue for volunteers to contribute to family life. In all, an estimated 15.5 million hours of volunteer time are dedicated to sports and fitness every year. Catalysts for this activity are Ontario's 55,000 volunteer coaches and 8,000 fitness leaders trained under government programs.

### **Competitive Excellence**

The Ministry's investment in sport development also fosters excellence in athletic

## **L'INVESTISSEMENT DANS LE SPORT ET LE CONDITIONNEMENT PHYSIQUE DONNE DES RÉSULTATS**

Chaque année, le ministère investit des millions de dollars de fonds publics pour appuyer le sport amateur et les activités de conditionnement physique en Ontario. Cet investissement rapporte des avantages économiques et sociaux importants à la population de l'Ontario.

### **Participation de masse**

Le rôle du ministère contribue à accroître le taux de participation des Ontariens à l'activité physique. Une enquête menée en juin 1984 indiquait que 65 pour 100 des adultes de l'Ontario, soit 4,2 millions de personnes âgées de 18 ans et plus, pratiquaient une activité physique au moins une fois par semaine.

Les 76 fédérations sportives de la province qui reçoivent un appui du ministère représentent environ 1,3 million de membres inscrits. En dehors des activités organisées, on estime que trois millions d'autres personnes pratiquent ces sports de façon non officielle.

Le sport et l'activité physique offrent aux bénévoles la possibilité de participer à la vie communautaire. En tout, on estime que les bénévoles consacrent 15,5 millions d'heures de leur temps au sport et à l'activité physique chaque année. Les catalyseurs de cette activité sont les 55 000 entraîneurs bénévoles et les 8 000 moniteurs de conditionnement physique de l'Ontario, qui ont été formés dans le cadre de programmes gouvernementaux.

### **L'excellence en compétition**

L'investissement du ministère dans le développement du sport encourage égale-



achievement. Ontario elite athletes accounted for 47 per cent of the Canadian team and 50 per cent of Canadian medals at the August 1986 Commonwealth Games in Edinburgh, Scotland. The province is well on its way toward the goal of surpassing its 54 per cent membership on the 1984 Los Angeles Olympic team at the upcoming Olympics in Seoul in 1988.

Another success story took place in Cape Breton, Nova Scotia in February 1987. Ontario came in first in overall team point totals, winning its eighth flag in 11 tries at the Canada Games with a one-point victory over Quebec.

### **Economic Impact**

Whether at the competitive or recreational level, sports and fitness energize the economy. For example, a 1983 study commissioned by the Ministry showed that \$3 million a year was spent by registered figure skaters in Ontario just to have their skates sharpened.

Sports and Fitness stimulate the construction of facilities and the manufacture and sale of athletic equipment. They also generate significant travel expenditures in the province.

Twenty-four per cent of all trips taken by Ontarians involve participation in outdoor recreation or sporting events. These travellers are customers for Ontario's tourism industry.

ment l'excellence en matière de réalisations sportives. Les athlètes d'élite de l'Ontario représentaient 47 pour 100 de l'équipe canadienne et ont remporté 50 pour 100 des médailles canadiennes lors des Jeux du Commonwealth en août 1986 à Édimbourg, en Écosse. La province est bien partie pour avoir une représentation supérieure à 54 pour 100 (chiffre obtenu lors des Jeux Olympiques de Los Angeles en 1984) dans l'équipe olympique canadienne qui se rendra aux Jeux Olympiques de Séoul en 1988.

L'Ontario a aussi remporté un autre succès au Cap-Breton, en Nouvelle-Écosse, en février 1987. Il a terminé en première place au total des points par équipe, remportant ainsi son huitième drapeau en 11 tentatives lors des Jeux d'hiver du Canada avec un point d'avance sur le Québec.

### **Impact économique**

Que ce soit au niveau compétitif ou récréatif, le sport et l'activité physique stimulent l'économie. Une étude commanditée en 1983 par le ministère montrait, par exemple, que les amateurs de patinage artistique inscrits dépensaient 3 millions de dollars par année en Ontario, juste pour faire aiguiser leurs patins.

Le sport et le conditionnement physique stimulent la construction d'installations et la fabrication et la vente d'équipement sportif. Ils entraînent également d'importants frais de déplacement dans la province.

Vingt-quatre pour cent de tous les voyages effectués par les Ontariens sont dus à leur participation à des activités sportives ou de loisirs de plein air. Ces voyageurs sont des clients de l'industrie touristique ontarienne.



Physical fitness leads to better physical and mental health. High fitness levels are tied to lower risk of heart disease and other ailments and also to improved ability to handle stress.

More than 800 Ontario employers offer employee fitness programs involving 40,000 workers. Many of these programs benefit from Ministry consultative advice and resource materials. These companies have found that physically fit employees are more productive, have better attendance records and are more likely to remain with the firm.

### Comprehensive Safety Strategy

The boom in sports and fitness, however, has brought in its wake a disturbing increase in accidents and injuries. Recreational diving, for example, is the leading cause of quadriplegia in Canada. Amateur hockey in the past decade has resulted in 44 spinal injuries in Ontario. Across the country one quarter of all accidents reported in hospital emergency departments, apart from automobile mishaps, are sports-related.

In January 1987, the Ministry embarked on a comprehensive long-term strategy to promote safety in amateur sports and fitness and reduce the number of injuries.

The major components of this strategy include *public awareness* programs to provide information and shape attitudes

Une bonne condition physique contribue à une meilleure santé physique et mentale. Les personnes ayant un niveau élevé de forme physique présentent moins de risques de maladie cardiaque ou d'autres maladies et sont plus aptes à faire face au stress.

Plus de 800 employeurs de l'Ontario offrent des programmes de conditionnement physique à leurs 40 000 employés. Plusieurs de ces programmes profitent des conseils et des ressources documentaires du ministère. Ces compagnies se sont rendu compte que des employés en bonne forme physique sont plus productifs, sont moins enclins à l'absentéisme et ont plus de chances de rester dans l'entreprise.

### Stratégie globale de sécurité

La popularité du sport et de l'activité physique, cependant, a entraîné une fâcheuse augmentation des accidents et des blessures. La plongée récréative, par exemple, est la principale cause de quadriplégie au Canada. Le hockey amateur a entraîné 44 blessures de la colonne vertébrale en Ontario au cours des dix dernières années. Dans l'ensemble du pays, un quart de tous les accidents signalés dans les services d'urgence des hôpitaux, en dehors des accidents d'automobile, sont liés aux sports.

En janvier 1987, le ministère s'est lancé dans une stratégie globale à long terme afin de promouvoir la sécurité dans la pratique du sport amateur et de l'activité physique et de réduire le nombre de blessures.

Les principaux éléments de cette stratégie sont les suivants : des programmes de *sensibilisation du public* destinés à informer la population et à modifier les attitudes de façon à encourager la sécurité et à éliminer la violence; la *recherche appliquée* afin de





encouraging a safe and violence-free environment, as well as *research and development* to collect information on injuries and how to prevent them, identify safety issues and *find solutions*. The strategy also comprises *training and education* for sport and fitness leaders to improve safety practices, first-aid techniques and *injury prevention*. In addition, the Ministry's grant and incentive programs will include safety criteria as a *condition for assistance* to amateur sport and fitness groups.

The Ministry announced plans to act immediately in two key areas — amateur hockey and fitness clubs.

It renewed the effort to encourage creation of a single provincial amateur hockey organization, which would provide uniform policies, coaching and instructional programs. In addition, a grants program was launched to share the costs of installing safer, breakaway hockey nets in Ontario arenas.

At the Ministry's request the Ontario Association of Sport Sciences agreed to coordinate the development of safety standards for fitness clubs. The Ministry provided a grant to assist with this task. Guidelines will be devised in conjunction with the industry covering such areas as equipment, maintenance and staff qualifications.

recueillir des renseignements sur les blessures et sur leur prévention, de définir les problèmes de sécurité et de *trouver des solutions*; la *formation et l'éducation* des dirigeants sportifs et des animateurs d'activités physiques afin d'améliorer les méthodes de sécurité, les techniques de premiers soins et la *prévention des blessures*. De plus, les programmes de subventions et d'encouragement du ministère comprendront maintenant la sécurité, comme *condition d'aide* au sport amateur et aux groupes de conditionnement physique.

Le ministère a annoncé son intention d'agir immédiatement dans deux domaines clés — le hockey amateur et les clubs de conditionnement physique.

Il a renouvelé ses efforts en vue d'encourager la création d'une seule organisation provinciale de hockey amateur, ce qui assurerait l'uniformité des politiques et des programmes d'entraînement et de formation. En outre, il a lancé un programme de subventions afin de partager les coûts d'installation de filets de hockey détachables moins dangereux dans les arénas de l'Ontario.

À la demande du ministère, l'Association ontarienne des sciences sportives a accepté de coordonner l'élaboration de normes de sécurité à l'intention des clubs de conditionnement physique. Le ministère lui a accordé une subvention pour l'aider dans cette tâche. Les lignes directrices seront préparées en collaboration avec l'industrie et couvriront des domaines tels que l'équipement, l'entretien et les qualifications du personnel.



The Ontario Sports Medicine and Safety Advisory Board, a ministry agency, continued to investigate injury trends and is scheduled to submit a major report in 1987-88.

### **Best Ever Marks Second Year**

The Ministry's Best Ever program, which completed its second full year in 1986-87, is a two-pronged program. It helps Ontario elite athletes prepare for the 1988 Olympic Games in Seoul and Calgary, and also seeks to broaden participation in sport and fitness at all levels.

This year a larger chunk of the Best Ever \$4.4 million budget went toward participation development and as a result many sports reached out to new participants. Squash Ontario brought its training package to many communities; the Ontario Diving Association sent instructors to community pools; and the Ontario Sailing Association introduced nearly 400 youngsters to sailing through a mobile training program which visited 20 communities.

A key Best Ever initiative is the Female Athletes Motivating Excellence or FAME

Le Conseil consultatif de l'Ontario sur la sécurité et la médecine dans les sports, organisme du ministère, a poursuivi son enquête sur l'augmentation des blessures et devrait soumettre un important rapport en 1987-1988.

### **Le programme**

#### **«Mieux que jamais» a deux ans**

Le programme «Mieux que jamais» du ministère, qui vient de terminer sa deuxième année en 1986-1987, a deux objectifs. Il aide les athlètes d'élite de l'Ontario à se préparer pour les Jeux Olympiques de 1988 à Séoul et Calgary et il cherche à élargir la participation au sport et aux activités physiques à tous les niveaux.

Cette année, une plus grande portion du budget de 4,4 millions de dollars du programme «Mieux que jamais» a été consacrée à l'encouragement de la participation. En conséquence, plusieurs sports ont attiré de nouveaux adeptes. Squash Ontario a distribué une pochette de formation à de nombreuses collectivités. L'Association ontarienne de plongeon a envoyé des instructeurs dans les piscines communautaires et l'Association ontarienne de voile a fait découvrir la voile à près de 400 jeunes grâce à un programme de formation itinérant qui s'est rendu dans 20 collectivités.

L'une des principales initiatives du programme «Mieux que jamais» est le programme Femmes athlètes misent sur l'excellence (FAME). Des athlètes d'élite



*The ceremonial lighting of the eternal flame symbolizes the opening of the Ontario Special Olympics. And wearing jackets and turtle-necks bearing the sports and fitness logo symbolizes team spirit at the Ontario Winter Games. Special achievement medallions presented at the annual sports awards banquet also bear the logo.*

*La cérémonie d'allumage de la flamme éternelle symbolise l'ouverture des Jeux olympiques spéciaux de l'Ontario. Et le fait de porter la veste et le col roulé ayant le logo des sports et des loisirs symbolise l'esprit d'équipe aux Jeux d'hiver de l'Ontario. Les médaillons pour victoires spéciales présentés lors du banquet annuel des récompenses sportives portent aussi le logo.*







program. Superior female athletes act as role models for young women in competitive sports. This innovative program this year sent more than 80 outstanding female athletes to some 200 school assemblies and speaking engagements to meet and inspire the women athletes of tomorrow.

To assist elite athletes, the Ministry provides special training, competition, coaching and financial assistance programs. This year the Ministry also cooperated with provincial sport associations to arrange a training and selection camp prior to the Canada Winter Games.

The Ministry provided funding to expand the Ontario Games to an annual event. The 1986 Summer Games in Peterborough attracted over 2,000 competitors while more than 3,000 athletes took part in the 1987 Winter Games held in London and Thunder Bay in March.

According to an evaluation, Best Ever's economic impact in spin-off dollars in fiscal years 1985/86 and 1986/87 is \$69.8 million.

### **Commonwealth and Olympic Games Lured**

The government of Ontario is encouraging efforts to attract the 1994 Commonwealth Games and the 1996 Olympic Games to this province and has agreed in principle to support Toronto's Olympic bid.

The Olympic Games generate an enormous tourism and economic benefit, estimated at \$2.3 billion (U.S.) in southern California in 1984. Other benefits such as international media exposure, public education and sport participation opportunities also result.

féminines servent de modèles pour les jeunes filles lors des compétitions sportives. Ce programme novateur a permis d'envoyer cette année plus de 80 athlètes féminines exceptionnelles dans 200 réunions scolaires et conférences afin de rencontrer et d'inspirer les athlètes féminines de demain.

Afin d'aider les athlètes d'élite, le ministère offre des programmes spéciaux de formation, de compétition, d'entraînement et d'aide financière. Cette année, le ministère a aussi collaboré avec les fédérations sportives provinciales pour organiser un camp de formation et de sélection avant les Jeux d'hiver du Canada.

Le ministère a accordé des fonds pour que les Jeux de l'Ontario soient organisés chaque année. Les Jeux d'été de 1986 à Peterborough ont attiré plus de 2 000 concurrents, tandis que plus de 3 000 athlètes ont participé aux Jeux d'hiver de 1987 tenus à London et Thunder Bay en mars.

Selon une évaluation, les retombées économiques du programme «Mieux que jamais» pour les exercices financiers 1985-1986 et 1986-1987 sont de 69,8 millions de dollars.

### **Organisation des Jeux du Commonwealth et des Jeux Olympiques**

Le gouvernement de l'Ontario encourage les efforts visant à attirer les Jeux du Commonwealth de 1994 et les Jeux Olympiques de 1996 dans la province et a accepté en principe d'appuyer la candidature olympique de Toronto.

Les Jeux Olympiques produisent un impact touristique et économique énorme, que l'on a estimé à 2,3 milliards de dollars américains dans le sud de la Californie en 1984. Ils produisent également d'autres résultats — tels qu'une exposition aux médias internationaux, des possibilités d'éducation du public et de participation sportive.



Five Ontario communities have already expressed interest in hosting the 1994 Commonwealth Games. The provincial government will support up to one-third of the costs, to a maximum of \$50 million to aid any Ontario community which bids successfully.

### **First Senior Playoffs**

For several years the Ministry has supported the development of competitive opportunities coordinated by the Older Adult Centres Association of Ontario. These efforts culminated this year in the first provincial Senior Games playoffs, held in August in Kitchener.

Some 15,000 individuals participated in district competitions around the province, with 1,200 finalists moving on to the Kitchener playoffs. Planning is already under way for the second provincial senior games, to be held in Brampton in 1988.

### **Sports Award**

The Ministry presented Sports Awards at its annual banquet attended by over 1,300 guests who celebrated the achievements of Ontario's amateur athletes. Ben Johnson, the world's fastest sprinter and the 1985 Athlete of the Year, was a repeat winner in 1986. The Marilyn Darte curling team from St. Catharines was named 1986 Team of the Year.

Cinq villes de l'Ontario ont déjà exprimé leur intérêt pour accueillir les Jeux du Commonwealth de 1994. Le gouvernement provincial fournira une aide allant jusqu'à un tiers des coûts, jusqu'à concurrence de 50 millions de dollars, pour aider la ville de l'Ontario qui obtiendrait les Jeux du Commonwealth de 1994.

### **Premières éliminatoires pour personnes âgées**

Depuis plusieurs années, le ministère appuie la mise sur pied de compétitions coordonnées par l'Association des centres pour personnes âgées de l'Ontario. Ces efforts ont débouché cette année sur les premières éliminatoires provinciales des Jeux pour personnes âgées, tenues en août à Kitchener.

Quelque 15 000 personnes ont participé aux compétitions de district dans toute la province, 1 200 finalistes se rendant aux éliminatoires de Kitchener. Les deuxièmes éliminatoires, qui devraient se tenir à Brampton en 1988, sont déjà en cours de planification.

### **Récompenses sportives**

Le ministère a remis des récompenses sportives lors de son banquet annuel auquel assistaient plus de 1 300 invités qui ont célébré les performances des athlètes amateurs de l'Ontario. Ben Johnson, l'homme le plus rapide du monde et Athlète de l'année 1985, l'a encore emporté en 1986. L'équipe de curling de Marilyn Darte, de St. Catharines, fut nommée équipe de l'année.





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## Disabled Athletes

To spotlight the impressive record of Ontario's disabled athletes, the Ministry introduced the Outstanding Disabled Athlete of the Year award. The first winner was Joanne Bouw of Windsor, a world champion in shotput, discus and javelin.

The Ministry also expanded sport and fitness opportunities for the physically challenged. For example, it supports the Office of Sports for the Physically Disabled, as well as provincial associations for amputee, blind, cerebral palsy and wheelchair sports. Ministry staff helps organizations of disabled persons, as well as youth groups and senior citizens, develop fitness services.

One aim of the Wintario Development Program is to encourage participation by disabled persons. Among projects backed this year was the National Capital Track and Field Meet held in July in Ottawa for blind, amputee and wheelchair athletes. Three world records and 33 national records were set at this event.

## Liability Insurance

Sport organizations and other recreation groups are caught in a financial squeeze because of rising premium costs for liability insurance. The Ministry made plans to hire a consulting firm to carry out a four-part initiative. It includes: an actuarial study of provincial sport organizations; consulting services to assist ministry clients to obtain adequate coverage at a reasonable cost; examining the feasibility

## Athlètes handicapés

Afin de souligner les résultats impressionnants des athlètes handicapés de l'Ontario, le ministère a introduit une récompense pour honorer le meilleur athlète handicapé de l'année. La première gagnante de cette récompense fut Joanne Bouw, de Windsor, championne mondiale du lancer du poids, du disque et du javelot.

Le ministère a également facilité la participation des personnes handicapées physiques aux activités sportives et physiques. Il appuie, par exemple, le Bureau des sports pour handicapés physiques, ainsi que les associations provinciales de sports pour amputés, aveugles, infirmes moteurs cérébraux et les personnes en fauteuil roulant. Les représentants du ministère aident les organisations de personnes handicapées, ainsi que les groupes de jeunes et de personnes âgées à mettre sur pied des services de conditionnement physique.

L'un des buts du Programme de développement Wintario est d'encourager la participation des personnes handicapées. Parmi les projets subventionnés cette année, mentionnons la rencontre d'athlétisme de la Capitale nationale tenue en juillet à Ottawa pour les aveugles, les amputés et les athlètes en fauteuil roulant. Trois records du monde et 33 records canadiens ont été établis lors de cette rencontre.

## Assurance-responsabilité civile

Les organisations sportives et autres groupes récréatifs sont coincés dans un carcan financier à cause de la montée des primes d'assurance-responsabilité civile. Le ministère prévoit d'embaucher une entreprise d'experts-conseils pour entreprendre une initiative en quatre étapes qui com-



of various co-op and collective purchasing methods; and offering a risk management seminar. This initiative is to begin in 1987-88.

#### **RECREATION—A VITAL SERVICE IN A LEISURE SOCIETY**

Changing work patterns such as early retirement, shorter work weeks, job-sharing, part-time work and unemployment are resulting in increased discretionary time. The trends toward smaller families and an older population also mean individuals have more time free from obligation.

Recreation has become a key social service toward helping people find personal meaning and fulfillment in their non-working hours.

It also represents a major growth industry. Public and private sectors spend heavily on recreation programs and facilities each year. Ontario municipalities, for example, devoted 7.6 per cent of their day-to-day operating budgets to recreation services in 1985.

The Ministry works to expand recreation's contribution to the quality of life, work and leisure in Ontario. To do this, it acts as a partner with municipal governments and provincial, regional and local organizations.

prend : une étude actuarielle des organisations sportives provinciales; des services de consultation pour aider les clients du ministère à obtenir une assurance adéquate à un coût raisonnable; un examen de la faisabilité de diverses méthodes d'achats collectifs et de coopératives et un séminaire sur la gestion du risque. Cette initiative débutera en 1987-1988.

#### **LES LOISIRS—UN SERVICE ESSENTIEL DANS UNE SOCIÉTÉ DE LOISIRS**

Les changements survenus dans l'organisation du travail, tels que les départs en retraite anticipée, la réduction de la semaine de travail, le partage d'emploi, le travail à temps partiel et le chômage produisent de plus en plus de temps libre. Les tendances aux petites familles et le vieillissement de la population signifient également que les gens ont plus de temps libre en dehors de leurs obligations.

Les loisirs sont devenus un service social essentiel qui aide les gens à trouver une signification et un épanouissement personnels durant les heures où ils ne travaillent pas.

Ils représentent également une industrie en pleine croissance. Les secteurs public et privé consacrent énormément d'argent aux programmes et aux installations de loisirs chaque année. Les municipalités de l'Ontario, par exemple, ont consacré 7,6 pour 100 de leur budget de fonctionnement courant aux services de loisirs en 1985.

Le ministère s'efforce d'améliorer par les loisirs la qualité de la vie, du travail et du temps libre en Ontario. Pour ce faire, il joue un rôle de partenaire des administrations municipales et des organismes provinciaux, régionaux et locaux.



### Changing Work/Leisure Patterns

The Ministry is supporting a committee on the changing patterns of work and leisure. It consists of Ministry staff and recreation professionals from across the province. The committee is examining the role of recreation in the life of those experiencing changed work patterns.

Three hundred unemployed individuals as well as community recreation agencies were interviewed in Sault Ste. Marie by a team from the University of Guelph. Research was completed this year. The study, supported by Ministry funding, found that while the unemployed wanted and needed more leisure services, participation actually decreased after layoff.

The report recommends the introduction of activities with an extensive social component and opportunities to learn new skills. Other suggestions include making facilities available during non-traditional work hours.

A series of five workshops with recreation leaders across the province was subsequently held to discuss the report's findings. As a follow-up, the Ministry awarded funds for a University of Guelph research project to develop program models to help communities meet the recreation needs of the unemployed.

The Ministry also provided a grant to the City of Sault Ste. Marie to design recreation programs tailored to unemployed individuals.

### Changement des habitudes de travail et de loisirs

Le ministre appuie un comité sur le changement des habitudes de travail et de loisirs, composé de représentants du ministère et de professionnels des loisirs de toute la province. Le comité examine tout spécialement le rôle des loisirs dans la vie des gens qui changent leurs habitudes de travail.

Une équipe de l'Université de Guelph a interviewé trois cents chômeurs ainsi que des représentants des organismes de loisirs communautaires de Sault Ste. Marie. On a terminé la recherche cette année. L'étude, financée par le ministère, a montré que, même si les chômeurs voulaient plus de services de loisirs et en avaient besoin, leur participation avait en fait diminué après leur mise à pied.

Le rapport recommande l'introduction d'activités ayant un important élément social et permettant d'acquérir de nouvelles aptitudes. Il suggère également d'ouvrir les installations de loisirs à des heures inhabituelles.

Une série de cinq ateliers avec des animateurs de loisirs de toute la province a eu lieu par la suite pour discuter des résultats du rapport. À titre de suivi, le ministère a accordé des fonds de recherche à l'Université de Guelph pour qu'elle mette sur pied des modèles de programme qui pourraient aider les collectivités à répondre aux besoins récréatifs des chômeurs.

Le ministère a également accordé une subvention à la ville de Sault Ste. Marie pour lui permettre de créer des programmes de loisirs adaptés aux besoins des chômeurs.





### Older Adults

The Ministry is adapting its recreation programs to changing demographic realities and helping its client organizations do the same.

This year some 70 workshops were offered around the province for activity leaders working with older adults. About one third of these sessions were in French. The Ministry also developed a major manual to guide community leaders delivering retirement planning programs with a particular focus on the needs of small and rural communities.

In addition, the Ministry laid the groundwork for new initiatives to help older adults enhance their quality of life.

### Community Recreation Policy

This year the provincial cabinet approved the Ministry's Community Recreation Policy. This policy is the product of extensive consultations with municipalities and other players in the recreation system.

The policy establishes three long-term goals for the future of recreation.

One involves cooperation and coordination among all *recreation partners*, both public and private, to streamline the delivery of services and eliminate duplication.

Two involves maximizing *recreation's potential* to improve physical and mental health and help individuals and society to adapt to rapid change.

### Personnes âgées

Le ministère a entrepris d'adapter ses programmes de loisirs à l'évolution des réalités démographiques et d'aider ses organismes clients à en faire de même.

Cette année, le ministère a offert environ 70 ateliers dans toute la province à l'intention des animateurs de loisirs qui s'occupent de personnes âgées. Un tiers de ces ateliers environ ont été tenus en français. Le ministère a également élaboré un important manuel qui devrait aider les dirigeants communautaires à offrir des programmes de planification de la retraite — en accordant une attention spéciale aux besoins des petites collectivités et des collectivités rurales.

En outre, le ministère a préparé de nouvelles initiatives visant à aider les personnes âgées à améliorer la qualité de leur vie.

### Politique des loisirs communautaires

Cette année, le Conseil des ministres provincial a approuvé la Politique des loisirs communautaires. Cette politique est le produit d'importantes consultations avec les municipalités et d'autres intervenants du réseau des loisirs.

La politique formule trois objectifs à long terme pour les loisirs.

Le premier comprend la coopération et la coordination entre tous les *intervenants du secteur des loisirs*, tant publics que privés, afin de rationaliser la prestation des services et éliminer les doublons.

Le deuxième comprend l'utilisation maximale des *possibilités d'amélioration* de la santé physique et mentale par les loisirs, afin d'aider les citoyens et la société à s'adapter aux changements rapides.



Three involves developing the broadest range of *recreation opportunities* to meet the needs and interests of all individuals, including disabled persons, the elderly and other special needs groups.

The new policy recognizes municipal governments as the primary provider of recreation services. It encourages municipalities to shift from direct program delivery to planning and coordinating the activities of volunteer recreation organizations, the commercial sector and community agencies.

The policy statement also lays the foundation for improved teamwork within the provincial government. The Ministry of Tourism and Recreation will lead an interministerial coordinating committee to link various ministries which have an impact on recreation.

### **Volunteer Awards**

Corps d'Elite Ontario is a new volunteer recognition program that salutes volunteers who have made an exceptional contribution to recreation at the provincial or regional level.

In May 1986 the Lieutenant Governor and the Minister presented the first four awards in the provincial category. Thirty-four regional awards were also conferred this year at events in each of the Ministry's five regions.

Le troisième comprend l'élaboration d'une gamme très variée d'*activités de loisirs*, afin de répondre aux besoins et aux intérêts de tous, y compris les personnes handicapées, les personnes âgées et les groupes ayant d'autres besoins spéciaux.

La nouvelle politique reconnaît que les administrations municipales sont les principales responsables de la prestation de services de loisirs. Elle encourage les municipalités à abandonner la prestation directe de services de loisirs pour la planification et la coordination des activités des organisations bénévoles, du secteur commercial et des organismes communautaires.

L'énoncé de politique pose également les fondements d'un travail d'équipe plus efficace au sein du gouvernement provincial. Le ministère du Tourisme et des Loisirs dirigera un comité coordonnateur interministériel qui assurera la liaison entre tous les ministères qui ont une influence sur les loisirs.

### **Reconnaissance des bénévoles**

Corps d'Elite Ontario est un nouveau programme de reconnaissance des bénévoles par lequel le ministère honore les bénévoles qui ont contribué de façon exceptionnelle aux loisirs au niveau provincial ou régional.

En mai 1986, le lieutenant-gouverneur et le ministre ont remis les quatre premières récompenses décernées dans la catégorie provinciale. Trente-quatre récompenses régionales ont également été décernées cette année lors de cérémonies organisées dans chacune des cinq régions du ministère.



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### Training Events

Human resource development is a high priority in the recreation field as volunteers and professionals seek to improve their skills.

The Ministry is meeting this demand. Innovative responses in 1986-87 include two residential training events. One entitled, "Values, Visions and Designs," trained representatives of community groups to train their own volunteers and staff.

The second, entitled "Recreation Services for Young Adolescents," explored strategies to help recreation agencies better serve teenagers.

This year the Ministry introduced a Community Recreation Training Program aimed at new municipal council and committee members who play an influential role in the recreation system. The program provides consistent course content for use by ministry regional offices while offering a flexible format which can be adapted to audience needs.

In addition, the Ministry continued to provide financial and consulting assistance to help provincial, regional and community recreation groups arrange their own training and professional development events.

### Energy Conservation

This year the Ministry launched two energy conservation initiatives funded by the Ministry of Energy. One, a grant program for non-municipal recreation

### Programmes de formation

Le développement des ressources humaines constitue une priorité dans le domaine des loisirs puisque les bénévoles et les professionnels cherchent constamment à améliorer leurs aptitudes.

Le ministère répond à cette demande. Les solutions novatrices proposées en 1986-1987 comprenaient notamment deux séances de formation en résidence. La première s'intitulait « Values, Visions and Designs », où des représentants de groupes communautaires ont appris à former leurs bénévoles et leur personnel. La deuxième, « Recreation Services for Young Adolescents », a étudié des stratégies destinées à aider les organismes de loisirs à mieux servir le jeunes adolescents.

Cette année, le ministère a introduit un Programme de formation en loisirs communautaires à l'intention des nouveaux membres des conseils et des comités municipaux, qui jouent un rôle important dans le réseau des loisirs. Le programme permet aux bureaux régionaux du ministère d'offrir un contenu uniforme tout en adaptant le format aux besoins du public.

En outre, le ministère a continué d'offrir une aide financière et un service de consultation afin d'aider les groupes de loisirs provinciaux, régionaux et communautaires à organiser leurs propres activités de formation et de perfectionnement professionnel.

### Économies d'énergie

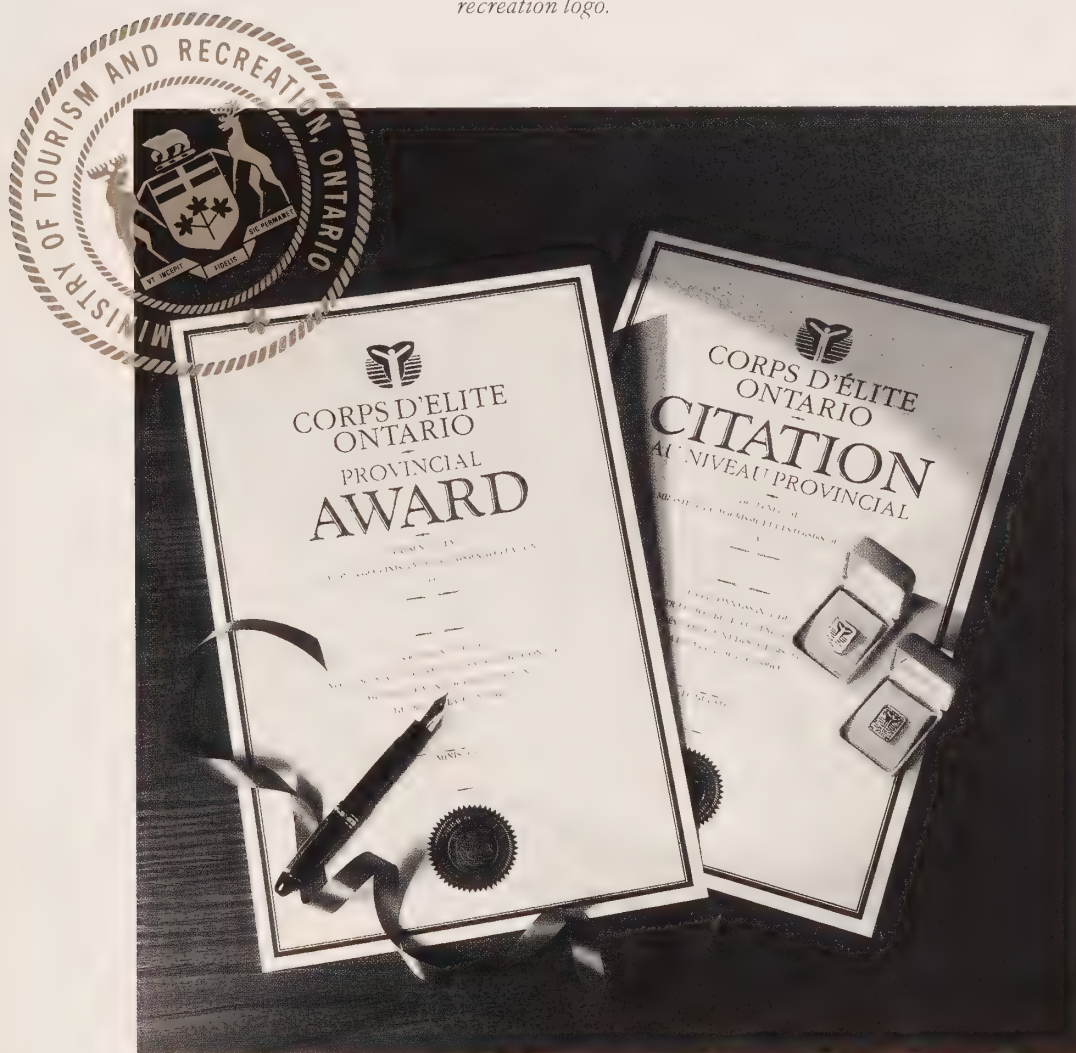
Cette année, le ministère a lancé deux initiatives d'économie d'énergie financées par le ministère de l'Énergie. La première, un programme de subventions aux organismes de loisirs non municipaux,





*The Corps d'Elite program salutes Ontario residents whose outstanding volunteer efforts have a significant impact on the development of recreation across the province. Those volunteers selected as recipients of the award are presented with certificates and pins bearing the MTR recreation logo.*

*Le programme de citations au Corps d'Elite récompense les résidents ontariens dont le travail bénévole exceptionnel contribue grandement au développement des loisirs en Ontario. Les bénévoles qui sont cités reçoivent un certificat et une épingle avec le logo des loisirs du ministère.*





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organizations, supported energy audits and retrofitting. The other, an energy management training program for facility managers, staged 11 workshops around the province on proven energy-saving techniques.

### **Capital Funding Strategy**

The Ministry is determined to obtain top value for the substantial public investment in the community recreation plant. This year an in-house committee was formed to devise a long-range plan to focus and improve the Ministry's recreation capital funding programs.

The group commissioned consulting studies to forecast the future demand for recreation facilities, assess the financial implications, and review current programs in light of projected needs. Based on these reports, it will develop the province's first-ever recreation capital funding strategy.

### **Access for Disabled Persons**

Barrier-free access to recreation facilities is a vital key to participation. The Ministry, in approving recreation capital grants, gives priority to projects that respond to the needs of disabled persons. This policy applies to both new construction and building conservation.

The Ministry works with client organizations to promote the integration of disabled persons into regular recreation programs.

encourageait les vérifications énergétiques et les installations. La deuxième, un programme de formation en gestion de l'énergie à l'intention des directeurs d'installations de loisirs, consistait en 11 ateliers sur des techniques éprouvées d'économie d'énergie organisés dans toute la province.

### **Stratégie de financement des immobilisations**

En ce qui concerne les fonds publics qu'il investit dans les installations communautaires de loisirs, le ministère a l'intention d'en avoir pour son argent. Au cours de cet exercice, il a formé un comité interne chargé d'élaborer un plan à long terme en vue de mieux définir et d'améliorer les programmes de financement des installations de loisirs du ministère.

Le groupe a commandité des études d'experts-conseils afin de prévoir la demande d'installations de loisirs, d'évaluer les implications financières de cette demande et d'examiner les programmes actuels à la lumière des besoins prévus. En se fondant sur ces rapports, il préparera la première stratégie de financement des installations de loisirs jamais élaborée dans la province.

### **Accès aux personnes handicapées**

Pour pouvoir participer aux activités de loisirs, il est essentiel d'y avoir accès. Le ministère, lors de l'approbation des subventions d'immobilisations, donne la priorité aux projets qui répondent aux besoins des personnes handicapées. Cette politique s'applique aussi bien aux nouvelles constructions qu'aux projets de conservation d'immeubles.

Le ministère collabore avec ses organismes clients pour promouvoir l'intégration des personnes handicapées aux programmes réguliers de loisirs.





## TOURISM AND RECREATION OPERATIONS DIVISION

### DESTINATIONS PROGRAMS

Operations staff played a key role in organizing the 16 round table meetings which provided grass-roots input for the Ministry's tourism strategy.

Operations staff brought the new Destinations North and Destinations East programs on stream smoothly and rapidly. By the end of the fiscal year, 119 applications for government assistance had been approved, providing a total of \$5.5 million in loans or grants and leveraging a further \$7.7 million in investment.

### HIGHWAY TRAVELLERS TAKE NOTICE

A prime example of cooperation among ministries to address regional needs is the Northern Ontario Tourist Information Centres Enhancement (NOTICE) program. Under this initiative four ministries, with Tourism and Recreation as the lead, will invest \$15 million over a five-year period to improve roadside amenities for highway travellers.

The program will help build and renovate information centres, rest stops and picnic sites in the North. It will develop new visual symbols for centres and signs and upgrade qualifications of travel counsellors through a training program.

## DIVISION DES OPÉRATIONS TOURISTIQUES ET RÉCRÉATIVES

### PROGRAMMES DESTINATIONS

Le personnel de la Division des opérations a joué un rôle clé dans l'organisation de 16 tables rondes qui ont permis au ministère d'obtenir le point de vue de la base pour la préparation de sa stratégie touristique.

Le personnel de la division a mis en oeuvre les nouveaux programmes Destinations Nord et Destinations Est rapidement et sans accroc. À la fin de l'exercice financier, il avait approuvé 119 demandes d'aide gouvernementale représentant un total de 5,5 millions de dollars de prêts et de subventions, qui ont entraîné l'investissement d'un montant additionnel de 7,7 millions de dollars.

### PROGRAMME NOTICE

Le programme d'amélioration des centres d'information touristique dans le Nord de l'Ontario (NOTICE) est un excellent exemple de collaboration entre les ministères en vue de répondre aux besoins régionaux. Dans le cadre de cette initiative, quatre ministères, dont celui du Tourisme et des Loisirs en tête, investiront 15 millions de dollars sur une période de cinq ans pour améliorer les aménagements offerts aux automobilistes sur le bord des routes.

Le programme permettra de construire et rénover des centres d'information, des zones de repos et des zones de pique-nique dans le Nord. Il prévoit également l'utilisation de nouveaux symboles visuels pour les centres et les panneaux, ainsi qu'un programme de formation pour assurer le perfectionnement des conseillers touristiques.



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#### NOR—DEV

Ministry staff in the North carry out the tourism component of the Northern Ontario Development or NOR-DEV Program which is funded by the Ministry of Northern Development and Mines.

In 1986/87, 146 grants were awarded to assist in marketing accommodation facilities, while seven grants supported feasibility studies for a total NOR-DEV commitment of \$1.8 million. This government funding levered total expenditures of \$5.4 million in project investment.

#### ADVOCACY AND ADVICE

Regional offices this year recorded some 12,000 Ministry consultations with clients.

This year northern operations staff were invited by their regional counterparts in the Ministry of Natural Resources to sit on planning teams to develop timber management plans. This marks the first time tourism has been represented in the planning stages of these blueprints for the use of forest resources, on which many northern tourist enterprises depend.

Ministry regional consultants work closely with the 12 travel associations in the province. This year, for the first time, all 12 regional marketing plans submitted

#### DÉVELOPPEMENT DU NORD

Le personnel du ministère, dans la région du Nord, s'occupe du volet touristique du Programme de développement du Nord de l'Ontario, qui est financé par le ministère du Développement du Nord et des Mines.

En 1986-1987, la région a reçu 146 subventions pour la commercialisation des établissements d'hébergement. De plus, sept subventions ont financé des études de faisabilité, amenant la contribution totale du programme à 1,8 million de dollars. Le financement accordé par le gouvernement a suscité des investissements de 5,4 millions de dollars au total.

#### CONSEILS ET DÉFENSE DES INTÉRÊTS TOURISTIQUES

Les bureaux régionaux du ministère ont enregistré cette année quelque 12 000 demandes de consultation avec leurs clients.

Cette année, les employés de la Division des opérations travaillant dans le Nord ont été invités par leurs collègues régionaux du ministère des Richesses naturelles à faire partie des équipes de planification qui préparent les plans de gestion des forêts. C'est la première fois que le secteur touristique est représenté au stade de la planification de ces plans d'utilisation des ressources forestières, dont dépendent de nombreuses entreprises touristiques du Nord.

Les conseillers régionaux du ministère travaillent en étroite collaboration avec les 12 associations touristiques de la province. Cette année, pour la première fois, les 12 plans régionaux de commercialisation soumis au ministère avec les demandes de financement ont tous été classés «A»



for ministry funding received the highest possible rating of "A" by the review committee of operations and marketing staff.

#### TOURISM-RECREATION LINK

For the first time in the province, a Community Recreation Planning grant was provided to prepare a joint tourism and recreation master plan. The project in the City of Orillia recognizes that recreation facilities can serve visitors as well as residents. It will review the full spectrum of community leisure services and chart a course for future development.

Tourism and recreation staff also worked together on an initiative to help Muskoka resorts develop recreation programs, which have become a key tourist draw. Seminars on program design, implementation, evaluation, staffing and marketing were scheduled for delivery in mid-1987.

#### LONG-RANGE PLANNING

Hidden Valley Highlands Ski Area, a private facility near Huntsville, this year received financial assistance from the Ministry for a long-term development strategy. A study will recommend ways to package the facility's ski activities with nearby accommodation properties.

par le comité d'examen du personnel de la Division des opérations et de la commercialisation.

#### LIEN ENTRE LE TOURISME ET LES LOISIRS

Pour la première fois dans la province, une subvention de Planification des loisirs communautaires a été accordée afin de préparer un plan directeur mixte pour le tourisme et les loisirs. Le projet de la ville d'Orillia reconnaît que les installations de loisirs peuvent servir aux visiteurs comme aux résidents. Ce projet a pour but de revoir toute la gamme des services de loisirs communautaires et de préparer un plan de développement.

Le personnel du tourisme et celui des loisirs ont collaboré à un projet visant à aider les centres de villégiature de Muskoka à mettre sur pied des programmes de loisirs, qui sont devenus un important attrait touristique. Des séminaires portant sur la conception, la mise en oeuvre, l'évaluation, la dotation en personnel et la commercialisation des projets devraient être organisés vers le milieu de 1987.

#### PLANIFICATION À LONG TERME

Le centre de ski Hidden Valley Highlands, installation privée située près de Huntsville, a reçu cette année une aide financière du ministère pour mettre au point une stratégie de développement à long terme. Une étude recommandera des moyens d'offrir des forfaits regroupant les activités de ski du centre et les installations d'hébergement avoisinantes.





Ministry recreation staff participated in an operational review of the North Bay Canoe Club, resulting in an organizational re-structuring and a long-range plan.

#### WINTARIO DEVELOPMENT GRANTS

The \$8.2 million Wintario Development Program aided projects to increase participation in recreation, develop leadership, and increase organizational stability and effectiveness. Two grants among those awarded in 1986-87 went toward:

- A series of four workshops on fitness leadership for older adults in the Peterborough area. The sessions should lead to improved fitness programming for more than 1,000 senior citizens in nursing homes, senior centres and other facilities and organizations.
- A Toronto group called Kids in Dads Sport that introduced a sport fishing program for troubled youth. The grant helped the club purchase boats and fishing gear for trips on Lake Ontario.

#### CLIENTS TRAINED

The Ministry's operations offices organized 678 training events for 14,649 clients across the province. Types of training

Le personnel des loisirs du ministère a participé à un examen des opérations du North Bay Canoe Club, ce qui a débouché sur une restructuration de l'organisation et un plan d'action à long terme pour le Club.

#### SUBVENTIONS DE DÉVELOPPEMENT WINTARIO

Le Programme de développement Wintario, doté de 8,2 millions de dollars, a contribué à divers projets dans les domaines suivants : participation accrue aux activités récréatives, perfectionnement des animateurs et renforcement de la stabilité et de l'efficacité organisationnelles. Deux subventions accordées en 1986-1987 ont été utilisées de la façon suivante :

- Une série de quatre ateliers sur les animateurs d'activités physiques pour personnes âgées dans la région de Peterborough. Les ateliers devraient déboucher sur une amélioration des programmes de conditionnement physique offerts à plus de 1 000 personnes âgées vivant dans des maisons de soins infirmiers, des centres pour personnes âgées et d'autres installations et organisations.
- Un groupe de Toronto appelé «Kids in Dads Sport» a introduit un programme de pêche sportive à l'intention des jeunes ayant des problèmes. La subvention a permis au groupe d'acheter des bateaux et du matériel de pêche pour organiser des sorties sur le lac Ontario.

#### FORMATION DES CLIENTS

Les bureaux des opérations du ministère ont organisé 678 séances de formation à l'intention de 14 649 clients dans toute la



included management skills and facility and program planning.

#### **OPPORTUNITIES FOR DISABLED PERSONS**

Expanding recreational opportunities for disabled persons ranked as a priority across the province. The Ministry worked with the Fitness Ontario Leadership Program to develop a training module for fitness leaders working with disabled individuals.

A grant under the Capital Program for New Recreation Facilities helped Variety Village in Scarborough add a new teaching/training pool. Variety Village is one of the few Canadian recreation centres designed and operated exclusively for disabled persons.

#### **NEW RECREATION FACILITIES**

A Capital Grant for New Facilities assisted the City of Kitchener to construct two Olympic-size ice surfaces linked with the Kitchener Memorial Auditorium. This major project also included a community room able to accommodate 400 people, a fitness centre, teaching theatre and other amenities.

The City of Nanticoke received a New Facilities grant to replace the Port Dover arena, one of the oldest in the province.

province. Les types de séances comprenaient l'aptitude à la gestion et la planification des installations et des programmes.

#### **LES LOISIRS ET LES PERSONNES HANDICAPÉES**

L'une des priorités consiste à améliorer l'accès des personnes handicapées aux activités de loisirs dans toute la province. Le ministère a collaboré avec le Programme ontarien de leadership et de conditionnement physique afin d'élaborer un module de formation à l'intention des animateurs de conditionnement physique qui s'occupent de personnes handicapées.

Une subvention dans le cadre du Programme d'immobilisations pour les nouvelles installations de loisirs a aidé Variety Village, de Scarborough, à construire une nouvelle piscine d'enseignement et d'entraînement. Variety Village est l'un des rares centres récréatifs canadiens conçus et exploités exclusivement pour les personnes handicapées.

#### **NOUVELLES INSTALLATIONS DE LOISIRS**

Une subvention d'immobilisations aux nouvelles installations a aidé la ville de Kitchener à construire deux patinoires olympiques rattachées à l'Auditorium Kitchener Memorial. Cet important projet comprenait aussi une salle communautaire pouvant accueillir 400 personnes, un centre de conditionnement physique, un théâtre-école et d'autres aménagements.

La ville de Nanticoke a reçu une subvention Nouvelles Installations pour remplacer l'aréna de Port Dover, qui était l'une des plus anciennes de la province.



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## AGING BUILDINGS

The Ministry helped recreation facility operators act on the awareness that their buildings are aging.

For instance, the \$10 million Capital Conservation Program helped finance capital repairs and improvements designed to extend the useful life of buildings.

Also, the \$2 million Community Recreation Planning Program supported various types of planning activity including operational reviews, which help an organization define its goals and use resources more effectively.

In addition, the Facility Management Program, with a \$1.4 million budget, supported training of facility personnel in financial, marketing, physical plant and human resource management and also backed development of management systems.

## WELLNESS '86

The wellness movement promotes awareness of the link between lifestyle and personal well-being and encourages individual responsibility for lifestyle choices. The Ministry co-hosted the Wellness '86 conference in Toronto in conjunction with the Ministries of Health and Labour, the YWCA and other organizations. Ministry fitness consultants helped organize the event.

## DES IMMEUBLES VIEILLISSANTS

Le ministère a sensibilisé les exploitants d'installations de loisirs sur le fait que leurs immeubles vieillissaient.

Par exemple, le Programme de conservation des installations, doté de 10 millions de dollars, a aidé à financer des réparations et des améliorations destinées à prolonger la durée de vie des installations.

Également, le Programme de planification des loisirs communautaires, doté de 2 millions de dollars, a appuyé divers genres d'activités de planification, notamment les examens des opérations, qui aident les organisations à définir leurs buts et à utiliser plus efficacement leurs ressources.

En outre, le Programme de gestion des installations, doté d'un budget de 1,4 million de dollars, a appuyé la formation du personnel des installations dans le domaine de la gestion financière, de la commercialisation, de la gestion des installations matérielles et des ressources humaines, ainsi que l'élaboration de systèmes de gestion.

## WELLNESS 86

Le mouvement « Wellness » sensibilise la population au lien qui existe entre le style de vie et le bien-être individuel et il encourage le citoyen à prendre ses responsabilités quant au choix de son style de vie. Le ministère a parrainé la conférence Wellness '86 à Toronto conjointement avec les ministères de la Santé et du Travail, le YWCA et d'autres organismes. Les conseillers en conditionnement physique du ministère ont participé à l'organisation de cette conférence.





## PLANNING AND ADMINISTRATION DIVISION

### New Offices Created

During 1986-1987, a number of branches and offices were created in the division. This was in keeping with the Ministry's strategic plan to establish an organization that can provide a high level of support to the Ministry and agencies in the areas of planning, finance and administration.

### Ministry Human Resources Strategic Plan Developed

One of the first initiatives of the newly-created Human Resources Branch was the development of the Ministry's Human Resources Strategic Plan. The plan reinforces the Ministry's conviction that its key asset is people. It also mirrors the government-wide emphasis on human resources management.

### Audit Services Branch Reinforces Accountability

To strengthen internal accountability, the Ministry created its own Audit Services Branch, replacing a service shared with another ministry. The new branch conducts independent financial and operational reviews of ministry and agency activities. It then reports on the quality and effectiveness of management practices and control systems.

## DIVISION DE LA PLANIFICATION ET DE L'ADMINISTRATION

### Création de nouveaux bureaux

Durant l'exercice 1986-1987, on a créé un certain nombre de directions et de bureaux dans la division. Cette démarche fait partie de la stratégie du ministère afin de mettre sur pied une organisation qui peut fournir une aide de qualité au ministère et aux organismes dans le domaine de la planification, de la finance et de l'administration.

### Création d'un plan stratégique de gestion des ressources humaines du ministère

Une des premières initiatives de la toute nouvelle Direction des ressources humaines a été la création d'un plan stratégique de gestion des ressources humaines pour le ministère. Ce plan démontre que le ministère considère son personnel comme un atout majeur. Il démontre également l'importance accordée à la gestion des ressources humaines à l'échelle du gouvernement.

### La direction des services de vérification renforce la responsabilité

Afin de renforcer la responsabilité interne, le ministère a créé sa propre Direction des services de vérification, en remplacement de l'ancien service qu'il partageait avec un autre ministère. La nouvelle direction effectue des vérifications financières et opérationnelles indépendantes des activités du ministère et de ses organismes. Elle fait ensuite des rapports sur la qualité et l'efficacité des méthodes de gestion et des systèmes de contrôle.



MTR is responsible for administering the Canada Ontario Tourism Development Agreement (COTDA) on behalf of the province. To promote this federal/provincial tourism assistance program, a distinctive logo and identity were created. Information packages are available to clients.

Le ministère est chargé d'administrer le programme d'Entente de développement touristique Canada-Ontario (COTDA) au nom de la province. On a créé un logo et une identité visuelle caractéristiques pour promouvoir ce programme fédéral-provincial d'aide au tourisme. Les clients peuvent obtenir des trousseaux d'information.







The branch developed and began implementing a multi-year plan that scheduled the areas to be audited and the types of audit to be conducted. Fifteen audit assignments were completed.

### **Planning For An Expanded Employment Equity Program**

The Ministry moved from a part-time to a full-time employment equity manager. Active involvement in the planning of all human resources management programs became an integral part of the job.

### **Freedom of Information**

The Ministry geared up to implement provincial freedom of information (FOI) legislation, which goes into effect on January 1, 1988. A freedom of information coordinator was hired and a networking committee comprised of branch representatives was formed. The committee worked on a corporate FOI strategy and drafted chapters for the provincial FOI directories.

### **Other Branches to be Established**

The Ministry is establishing two additional branches—Systems, and Finance and Administration.

### **STRATEGIC POLICY BRANCH**

The branch contributed to the development of a wide range of policy initiatives and various internal projects including the development of a tourism strategy and the Community Recreation Policy Statement.

La direction a élaboré un plan pluri-annuel et commencé sa mise en oeuvre. Ce plan indique les secteurs à vérifier et le genre de vérification à effectuer. La direction a mené à bien quinze vérifications.

### **Planification pour un programme d'équité d'emploi amélioré**

Le ministère a embauché cette année un coordonnateur à plein temps de l'équité d'emploi, en remplacement du poste à mi-temps. Une participation active à la planification de tous les programmes de gestion des ressources humaines fait maintenant partie intégrante du travail.

### **Accès à l'information**

Le ministère s'est préparé à mettre en oeuvre la législation provinciale sur l'accès à l'information (AAI), qui entrera en vigueur le 1<sup>er</sup> janvier 1988. Il a engagé un coordonnateur de l'accès à l'information et a mis sur pied un comité d'organisation formé de représentants de la direction. Le comité a préparé une stratégie sur l'AAI et des chapitres pour les répertoires provinciaux de l'AAI.

### **Création d'autres directions**

Le ministère est en train de mettre sur pied deux directions supplémentaires—Les Systèmes, et Finance et Administration.

### **DIRECTION DE LA PLANIFICATION STRATÉGIQUE**

La direction a contribué à l'élaboration d'une vaste gamme de politiques et de divers programmes internes, y compris l'élaboration d'une stratégie touristique et d'un Énoncé de politiques en matière de loisirs communautaires.



### Strategic Plan Updated

Strategic planning was initiated to chart the long-range directions the Ministry will pursue. The Strategic Policy Branch is overseeing the second year of the cycle and directing the development of a more detailed and refined strategic plan.

### Working With Other Ministries

The branch represented the Ministry on a number of study committees covering a variety of issues such as the Liquor Licence Act Review, Initiatives for the Disabled, and Native Policy Issues.

### COMMUNICATIONS BRANCH

The corporate communications branch met the demands of an increased workload due to the evolving awareness of the tourism-recreation corporate link.

A consistent corporate message was provided in the Annual Report, and other publications. The branch also assisted program areas in the production of 60 brochures, as well as an assortment of audio-visual productions, posters and flyers.

### Mise à jour du plan stratégique

Le ministère a entrepris une planification stratégique afin de tracer les orientations qu'elle entend suivre à long terme. Ce processus est coordonné par la Direction de la planification stratégique. La Direction de la planification stratégique est en train de revoir la deuxième année du cycle de planification et dirige l'élaboration d'un plan stratégique plus détaillé et plus raffiné.

### Travail avec d'autres ministères

La direction a représenté le ministère dans un certain nombre de comités d'étude portant sur de nombreuses questions telles que l'examen de la Loi sur les permis de vente d'alcool, les Initiatives pour les personnes handicapées et les questions de politiques pour les autochtones.

### LA DIRECTION DES COMMUNICATIONS

La Direction des communications a satisfait à la demande d'une charge de travail accrue due à une plus grande sensibilisation du lien entre le tourisme et les loisirs au ministère.

Le rapport annuel et diverses publications ont présenté un message uniforme du ministère. La direction a également collaboré avec les divers secteurs de programmes à la préparation de 60 brochures ainsi que d'une série de productions audio-visuelles, d'affiches et de circulaires.



## Media Unit

The new media relations unit introduced publicity reports and media analysis on major announcements. Communications planning with program areas became formatted with new policies and procedures in place.

In its first year of operation over 350 news releases, backgrounders, news kits and events were prepared. In addition, regular media advance and over 360 media and public enquiries were handled.

## Internal Communications

In keeping with the recommendations made at the staff conference in October, a number of branch initiatives were undertaken to improve internal communications. The circulation and size of the daily Media Report were expanded. It now includes broadcast transcripts and a system to identify stories that were ministry-initiated.

A readers' survey of the Ministry's internal monthly publication, *Newsline*, was completed. Several directions were identified for changes in content and design. In another move to meet more fully the information needs of ministry staff, a new internal publication made its debut. *Newsline Bulletin* carries only news about corporate changes and issues. Its format allows a more flexible publishing schedule and

## Section des médias

La nouvelle section des relations avec les médias a introduit des rapports de publicité et des analyses de médias concernant les annonces importantes. La planification des communications avec les secteurs de programmes a pris corps avec les nouvelles politiques et procédures en place.

Dans sa première année plus de 350 communiqués, documents d'information, cahiers de presse et événements ont été préparés. De plus, des contacts réguliers ont été établis à l'avance avec les médias et plus de 360 demandes de renseignements formulées par les médias et le grand public ont été traitées.

## Communications internes

Soucieuse de suivre les recommandations faites lors d'une conférence avec le personnel en octobre, la direction a entrepris un certain nombre d'initiatives afin d'améliorer les communications internes. On a augmenté le tirage et le format de la revue de presse distribuée quotidiennement. Elle comprend maintenant la transcription d'émission et un système qui identifie les articles que le ministère a amorcés.

Une enquête de la publication mensuelle interne du ministère, *Newsline*, a été effectuée auprès des lecteurs. On a identifié plusieurs directions quant aux changements de contenu et de conception. Afin de répondre encore mieux aux besoins en information du personnel du ministère, une nouvelle publication interne a vu le jour. *Bulletin Newsline* ne contient que des nouvelles concernant les changements et les questions du ministère. Son format permet un calendrier de publication





a quicker response to communications needs.

Among a variety of editorial assignments, close to 150 speeches, remarks and background notes were prepared to assist the Minister and senior staff. Research also began on a series of three corporate brochures, scheduled for publication in 1988, about ministry programs and services.

### **French Language Services**

The branch played the key role in developing a ministry corporate French language implementation plan. It will build on existing ministry efforts to reach francophone clients in their preferred language.

All of the Ministry's corporate publications are now published in English and French.

### **AGENCIES AND ATTRACTIONS**

#### **Huronie Historical Parks' Creative Energies Spark Local Economy**

The Huronie Historical Parks administers two living history attractions—Penetanguishene's Historic Naval and Military Establishments and Sainte-Marie among the Hurons near Midland. The two sites cater to heritage, education and vacation groups and generate a local economic impact estimated to be \$7 million this year.

British Imperial history lives again at the reconstructed Naval and Military Establishments (1817-1856) where visitor services are enhanced by improved dock-

plus flexible et une réponse plus rapide aux besoins des communications.

Parmi les nombreuses tâches de la section de la rédaction, près de 150 discours, allocutions et documents d'information ont été préparés pour aider le ministre et son personnel. On a commencé des recherches sur une série de trois brochures portant sur les programmes et services du ministère, qui devraient être publiées en 1988.

### **Services en français**

La direction a joué un rôle majeur dans l'élaboration d'un plan de mise en oeuvre des services en français pour le ministère. Ce plan vient s'ajouter aux efforts actuels du ministère pour rejoindre les clients francophones dans leur langue.

Toutes les publications du ministère sont maintenant publiées en anglais et en français.

### **ORGANISMES ET ATTRACTIONS**

#### **Les Parcs historiques de la Huronie renforcent l'économie locale**

Les Parcs de la Huronie gèrent deux attractions touristiques à caractère historique : Sainte-Marie-au-pays-des-Hurons, près de Midland et les Établissements historiques navals et militaires de Penetanguishene. Ces deux sites s'occupent du patrimoine, d'éducation et des touristes et ont produit un impact économique estimé à 7 millions de dollars dans la région cette année.

L'histoire impériale britannique revit aux Établissements (1817-1856) où les services aux visiteurs ont été améliorés par l'agrandissement des quais, afin d'accueillir



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ing facilities for Georgian Bay boaters. At the historic King's Wharf, a 29-foot gig has joined the Schooner *Bee*, providing a lively dockyard scene.

At Sainte-Marie, the palisaded recreation of the 17th century mission where Wendat and European met, visitors enjoy a new bilingual audio-visual orientation presentation. Two native art exhibits and a colourful cooperative Spring Harvest program with the Wye Marsh Wildlife Centre attracted wide interest.

Members of the affiliated cooperating groups gave the attractions more than 7,000 volunteer hours this year — sailing, serving, planning, planting, cooking and offering programs like Candlelight Tours at Sainte-Marie and the Sailor's Sunset Sail Training Adventure at the Establishments.

### **Old Fort William Visitors Touch The Past**

Attendance at Old Fort William surpassed last year's by 10.8 per cent as a result of aggressive marketing and enhanced off-season programming. The Thunder Bay site, which reconstructs the inland headquarters of the North West Company in 1815, represents one of the most sophisticated living history attractions in North America.

Since today's visitors would rather "do" than "look", Old Fort William this year introduced a new theme, "Touch the Past", to add more energy, drama and excite-

les plaisanciers de la baie Georgienne. Au Quai historique du Roi, on a ajouté un canot de 29 pieds aux côtés du Schooner *Bee*, offrant une scène vivante du chantier naval.

À Sainte-Marie, la reconstitution de la mission du XVII<sup>e</sup> siècle où la tribu Wendat et les Européens se sont rencontrés, les visiteurs peuvent profiter d'une nouvelle présentation d'introduction audio-visuelle bilingue. Deux pièces d'exposition autochtones et un programme de coopération pittoresque « Récolte du printemps » du centre faunique Wye Marsh ont suscité un vif intérêt.

Les membres des associations coopératives affiliées à ces attractions ont consacré plus de 7 000 heures de travail bénévole cette année. Les activités comprenaient : la voile, la plantation, la planification, la cuisine, le service et la prestation de programmes tels que les Visites à la chandelle à Sainte-Marie et la Sailor's Sunset Sail Training Adventure aux Établissements.

### **Les visiteurs du Vieux Fort William revivent le passé**

Le nombre de visiteurs a augmenté de 10,8 pour 100 par rapport à l'année précédente au Vieux Fort William, grâce à une campagne de commercialisation dynamique et à une meilleure programmation des activités hors-saison. Cette attraction de Thunder Bay, où sont reconstitués les quartiers généraux intérieurs de la Compagnie du Nord-Ouest en 1815, représente l'une des attractions historiques vivantes les plus élaborées de l'Amérique du Nord.

Étant donné que les visiteurs d'aujourd'hui préfèrent « participer » plutôt que « regarder », le Vieux Fort William a introduit cette année un nouveau thème. « Revivre le passé », afin d'ajouter davantage



ment. More than 100 interpretive and participatory experiences, demonstrations and mini-dramas encouraged visitors to get involved in daily life at the fort.

The attraction also reached out to the community this year. The summer Nor'Western Day Camp operated at full capacity, following a successful 1985 pilot program, with attendance up 32.5 per cent. A Fort William team brought history into the classroom through an outreach program educating and entertaining some 12,832 students at Thunder Bay and northwestern Ontario.

### **Metro Toronto Convention Centre increases Occupancy**

The Metro Toronto Convention Centre, Canada's largest, is gaining momentum in the intensely competitive international meetings business. This year occupancy rose to 66 per cent from 53 per cent last year, and total revenue increased 40 per cent to \$14.1 million.

The Centre offers world-class facilities which attract major national and international conventions and also provide a venue for local trade shows, public shows and meetings. In all, more than 1.7 million people attended the 735 events hosted this year. Highlights included conventions of the Canadian Labour Congress, the Amer-

d'énergie, de dramatique et d'excitation à ses activités. Plus de 100 expériences d'interprétation et de participation, démonstrations et mini-théâtres ont encouragé les visiteurs à participer à la vie quotidienne du fort.

L'organisme s'est également rapproché de la collectivité au cours de l'année. Le camp de vacances Nor'Western Day Camp affichait complet, après la réussite du programme pilote de 1985, le nombre de participants ayant augmenté de 32,5 pour 100. Une équipe du Fort William a présenté une tranche d'histoire dans les écoles grâce à un programme d'éducation et de divertissement présenté à plus de 12 832 élèves à Thunder Bay et dans le Nord-Ouest de l'Ontario.

### **Taux d'occupation en hausse au Palais des congrès de Toronto**

Le Palais des congrès de Toronto, le plus important du genre au Canada, se taille une place de choix dans le milieu très concurrentiel des conférences internationales. Le taux d'occupation est passé à 66 pour 100 cette année, par rapport à 53 pour 100 pour l'exercice précédent, et les recettes totales ont atteint 14,1 millions de dollars, soit une augmentation de 40 pour 100.

Le palais offre des installations de classe internationale qui attirent d'importants congrès nationaux et internationaux ainsi que des expositions commerciales, des expositions publiques et des conférences locales. Dans l'ensemble, plus de 1,7 million de personnes ont assisté aux 735 événements qui s'y sont tenus au cours de l'année. Les principaux congrès organisés cette année comprenaient notamment celui du Congrès du travail du Canada, de





ican Hospital Association and the U.S. Ford Motor Company.

Visitors to the Centre generated 323,000 room-nights at area hotels this year. A recent management consulting study forecast that total direct and indirect expenditure generated by convention centre events will easily surpass \$650 million between 1984 and 1991.

### **Minaki Lodge Sold**

In December 1986 the Minister announced that Four Seasons Hotels Limited had agreed to purchase Minaki Lodge Resorts Ltd. and the Minaki Development Company Ltd. from the province. The sale followed a report by the Legislative Committee on Procedural Affairs and Agencies, Boards and Commissions, which unanimously concluded that "the Ontario government should not be in the hotel business."

Four Seasons emerged as the successful bidder after an intensive search for purchasers. The lodge will continue to play a vital economic role in the tourism industry of northwestern Ontario.

### **Niagara Parks Commission**

The Niagara Parks Commission oversees Ontario's foremost natural wonder, the Canadian Niagara Falls and environs. In the year ending October 31, 1986 the Commission recorded its largest annual profit ever—\$4.9 million—which reflects a 34 per cent advance from 1985.

Overall attendance at Niagara Parks attractions this year was up six per cent

l'American Hospital Association et de la Compagnie Ford des États-Unis.

Les visiteurs du Palais ont passé 323 000 nuits-chambres dans les hôtels avoisinants cette année. Une étude menée récemment par un consultant en gestion prévoit que les dépenses totales directes et indirectes engendrées par le Palais des congrès dépasseront facilement les 650 millions de dollars entre 1984 et 1991.

### **Vente de Minaki Lodge**

En décembre 1986, le ministre annonçait que Four Seasons Hotels Ltd. avait accepté d'acheter à la province le Minaki Lodge Resort Ltd. et la Minaki Development Company Ltd. La vente faisait suite à la publication d'un rapport du Comité législatif sur les affaires de procédures et les organismes, conseils et commissions, qui concluait à l'unanimité que «le gouvernement de l'Ontario ne devrait pas s'occuper de gérer des hôtels.»

Suite aux efforts intenses produits pour trouver des acheteurs, c'est Four Seasons qui a fait la meilleure offre. Minaki Lodge continuera de jouer un rôle économique vital dans l'industrie touristique du Nord-Ouest de l'Ontario.

### **La Commission des parcs du Niagara**

La Commission des parcs du Niagara gère la plus importante merveille naturelle de l'Ontario, les chutes canadiennes du Niagara, et ses environs. Au cours de l'exercice se terminant le 31 octobre 1986, la commission a enregistré son plus grand profit annuel—4,9 millions de dollars—en hausse de 34 pour 100 par rapport à 1985.

Le nombre total de visiteurs dans les attractions des Parcs du Niagara a aug-



from the year before, despite above-average rainfall. Clearly, a new generation of travellers is rediscovering the magic of the Falls. More than 12 million visitors annually enjoy the many free facilities offered.

The Commission is constructing a paved recreational trail between Lakes Erie and Ontario along the Niagara River. When completed in late 1988, the \$2.5 million project will add a new dimension to the enjoyment of Niagara's spectacular natural beauty. Many other capital improvements have been deferred pending the completion of a long-range master plan.

### **Ontario Lottery Corporation Logs Best Year Ever**

The Ontario Lottery Corporation develops and manages lotteries on behalf of the province of Ontario. In 1986-87 the Corporation recorded its best year ever with gross sales of more than \$1.3 billion, surpassing the \$1 billion mark for the second consecutive year. Profits this year totalled \$459 million, a 43 per cent increase from last year.

Since its inception in 1975 the Corporation has raised more than \$2 billion for distribution by the province through the Consolidated Revenue Fund. Profits from games operating only in Ontario—that is, Wintario, Lottario and Instant—support physical fitness, sports, culture and recreation.

Proceeds of games operated by the Ontario Lottery Corporation for the Inter-

menté de 6 pour 100 cette année par rapport à l'an dernier, malgré un taux de précipitations supérieur à la normale. Ceci indique qu'une nouvelle génération de voyageurs est en train de découvrir la magie des chutes. Plus de 12 millions de visiteurs profitent chaque année des nombreuses installations.

La commission a entrepris la construction d'un sentier récréatif bitumé entre les lacs Érié et Ontario le long de la rivière Niagara. Ce projet de 2,5 millions de dollars ajoutera une nouvelle dimension à l'appréciation de la beauté naturelle spectaculaire du Niagara lorsqu'il sera achevé en 1988. D'autres améliorations, nombreuses et importantes, ont été reportées pendant l'exécution d'un plan directeur à long terme.

### **Une année record pour la Société des loteries de l'Ontario**

La Société des loteries de l'Ontario élabore et administre les loteries au nom de la province de l'Ontario. En 1986-1987, la société a enregistré la meilleure année de son histoire, avec des ventes brutes de plus de 1,3 milliard de dollars, dépassant ainsi pour la deuxième année consécutive le milliard de dollars. Cette année, les profits atteignaient 459 millions de dollars, en hausse de 43 pour 100 par rapport à l'an dernier.

Depuis sa création en 1975, la société a recueilli plus de 2 milliards de dollars, qui sont ensuite distribués à titre de subventions par la province grâce au Fonds du revenu consolidé. Les profits découlant des jeux exclusifs à l'Ontario—Wintario, Lottario et les loteries instantanées—appuient les projets de conditionnement physique, de sport, de culture et de loisirs.

Les revenus des jeux administrés par la Société des loteries de l'Ontario pour la



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provincial Lottery Corporation—Provincial, Super Loto and Lotto 6/49—are used to fund health and environmentally-related health research, hospital construction, equipment purchases, The Trillium Foundation and other emerging priorities.

Plans were announced this year to move the Corporation's headquarters from Toronto to Sault Ste. Marie to assist in diversifying the northern Ontario economy.

### **Ontario Place Corporation Lures Tourists**

The appeal of Ontario Place draws people from near and far to experience first-hand this premier cultural, recreational and entertainment complex on the Toronto waterfront. Attendance this year, including summer and off-season visitors plus banquet and function sales, totalled about 2.4 million.

Of that number, 70 per cent of summer attendance were tourists, and more than two thirds of summer visitors came as part of a family group.

1986-87 marked the first full year of operation for the new west island facilities, including the Wilderness Adventure flume ride and the Waterfall Showplace, a unique musical entertainment venue. These improvements sparked a 25 per cent attendance increase at the nearby Ontario North Now pavilion.

The children's play area continues to inspire park designers from other nations.

Société des loteries interprovinciales—Provincial, Super Loto et Lotto 6/49—servent à financer des projets de recherche sur la santé et les maladies liées à l'environnement, la construction d'hôpitaux, les achats d'équipement et d'autres priorités.

Le gouvernement a annoncé cette année qu'il prévoyait déménager le bureau central de la société de Toronto à Sault Ste. Marie afin de contribuer à diversifier l'économie du Nord de l'Ontario.

### **La société d'exploitation de la Place de l'Ontario attire les touristes**

La Place de l'Ontario attire des visiteurs venant de partout pour profiter de ce complexe culturel et récréatif de premier choix situé au bord du lac à Toronto. Elle a accueilli environ 2.4 millions de visiteurs au cours de l'exercice—y compris des visiteurs de l'été et de la basse saison, en plus des banquets et autres festivités.

Les touristes représentaient 70 pour 100 des visiteurs de l'été; plus de deux tiers faisaient partie d'un groupe familial.

L'exercice 1986-1987 constituait la première année complète d'exploitation pour les nouvelles installations de l'île occidentale, qui comprennent une descente en eaux mouvementées et le Waterfall Showplace, une scène unique de divertissement musical. Ces améliorations ont entraîné une augmentation de 25 pour 100 du nombre de visiteurs au pavillon de «l'Ontario à l'heure du Nord».

Le terrain de jeux pour enfants continue d'inspirer les concepteurs de parcs des autres pays. La section des jeux d'eau a été rénovée cette année pour améliorer les conditions de sécurité et d'hygiène.





Renovations to the waterplay section ensure safe and hygienic conditions. Other capital improvements included better wheelchair access throughout the site.

### **Ottawa Congress Centre Revenue Up**

The superior facilities of the Ottawa Congress Centre continued to satisfy customers in 1986-87. Occupancy reached 55 per cent, up from 50 per cent last year.

The Centre hosted 440 events compared with 357 in 1985-86 and total attendance exceeded half a million. Revenue increased 29 per cent over last year and the operating deficit was halved.

Delegates to Centre events generated 71,297 hotel room-nights this year and a local economic benefit, through delegate expenditure, of \$16.9 million. Both figures were up 40 per cent from last year.

Major events hosted in 1986-87 included the federal Liberal Party convention with 4,000 delegates and the International Ornithological Congress with 1,200. A new consumer show, the International Food & Wine Festival, attracted more than 15,000 people.

### **St. Clair Parkway Commission Welcomes Boaters**

The St. Clair Parkway Commission works to preserve the beauty of the St. Clair River shoreline. It operates a variety of recreational facilities including two mari-

D'autres améliorations importantes ont été apportées sur l'ensemble du site, y compris un meilleur accès en fauteuil roulant.

### **Hausse des revenus au Centre des congrès d'Ottawa**

La supériorité des installations du Centre des congrès d'Ottawa a continué de satisfaire la clientèle en 1986-1987. Le taux d'occupation a atteint 55 pour 100, par rapport à 50 pour 100 l'an dernier.

Le centre a accueilli 440 activités, par rapport à 357 en 1985-1986, et le nombre de visiteurs a dépassé le demi-million. Les revenus ont augmenté de 29 pour 100 par rapport à l'exercice précédent et le déficit d'exploitation a été réduit de moitié.

Les délégués aux congrès tenus dans le centre ont engendré 71 297 nuits-chambres au cours de l'exercice et des retombées économiques locales de 16,9 millions de dollars. Ces deux chiffres sont en hausse de 40 pour 100 par rapport à l'exercice précédent.

Les principales activités organisées en 1986-1987 étaient le Congrès du parti libéral fédéral, qui comptait 4 000 délégués, et le Congrès ornithologique international, avec 1 200 délégués. Une nouvelle exposition publique, le Festival international des aliments et des vins, a attiré plus de 15 000 visiteurs.

### **La Commission de la Promenade Sainte-Claire accueille les plaisanciers**

La Commission de la Promenade Sainte-Claire s'efforce de préserver la beauté des rives de la rivière Sainte-Claire. Elle exploite diverses installations de loisirs, notamment deux ports de plaisance, un



*Ontario lotteries provide funds to assist  
with the building and renovation of  
recreation facilities around the province.  
A specially designed plaque attributes the  
government for its assistance and is mounted  
for public viewing upon the completion  
of each project.*

*Les loteries de l'Ontario procurent des fonds  
pour aider à la construction et à la  
rénovation des installations de loisirs dans  
la province. Une plaque commémorative  
spécialement conçue fait mention de l'aide  
apportée par le gouvernement et est installée  
à la vue de tous à la fin de chaque projet.*







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nas, a golf course, campgrounds and waterfront parks.

The Commission's Sarnia Bay Marina accommodated about 2,500 transient boats in its second year of operation. Eighty-one per cent were from the United States.

Persistent high water conditions caused concern all along the St. Clair River. The Commission constructed berms, dikes and seawalls to improve shore protection and preserve recreational areas.

### **St. Lawrence Parks Commission Celebrates**

The St. Lawrence Parks Commission manages a network of historic sites, parks and other recreation facilities along the St. Lawrence Seaway.

Upper Canada Village, a major Commission attraction, celebrated its 25th anniversary on June 21 with 4,000 visitors in attendance. The village also officially opened the 125-seat Harvest Barn Restaurant this year. The facility provides modestly priced meals geared to family and school groups and is accessible to disabled persons.

The world-famous ceremonial retreat at Old Fort Henry in Kingston received further accolades this December when it was named one of the top 100 events in North America by the American Bus Association.

The St. Lawrence Parks Commission and Bell Canada started work in September on a 22-kilometre paved bicycle path along the 1000 Islands Parkway. The St. Lawrence Bikeway will cover the route of Bell Canada's fibre-optic cable. This joint

terrain de golf, des terrains de camping et des parcs riverains.

La port de plaisance de la baie de Sarnia a accueilli environ 2 500 bateaux de passage au cours de sa deuxième année d'exploitation. Quatre-vingt-un pour cent de ces bateaux venaient des États-Unis.

Le niveau élevé des eaux a continué de causer des inquiétudes le long de la rivière Sainte-Claire. La commission a construit des banquettes, des jetées et des digues pour améliorer la protection des rives et préserver les zones de loisirs.

### **Célébrations à la Commission des parcs du Saint-Laurent**

La Commission des parcs du Saint-Laurent administre un réseau de sites historiques, parcs et autres installations de loisirs situés le long de la voie maritime du Saint-Laurent.

Le Village du Haut-Canada, attraction majeure de la commission, a célébré son 25<sup>e</sup> anniversaire le 21 juin, en présence de 4 000 visiteurs. Le village a aussi inauguré cette année un restaurant de 125 places, le Harvest Barn, qui offre des repas à prix modique destinés aux familles et aux groupes scolaires et qui est accessible aux personnes handicapées.

La célèbre cérémonie de la retraite au Vieux Fort Henry, à Kingston, reçut d'autres honneurs au mois de décembre dernier lorsqu'elle fut nommée parmi les 100 meilleurs événements de toute l'Amérique du Nord par l'American Bus Association.

La Commission des parcs du Saint-Laurent et Bell Canada ont commencé en septembre les travaux de construction d'une piste cyclable bitumée de 22 kilomètres le long de la promenade des Mille-Îles. La piste couvrira le passage du câble à fibres optiques de Bell Canada. Ce



private sector-government project was scheduled for completion in summer 87.

### **Big Thunder Trains Olympic Skiers**

The 1986-87 season at Big Thunder National Ski Training Centre, operated by Thunder Bay Ski Jumps Ltd., began the countdown to the 1988 Calgary Olympics.

The season opened with the Molson World Cup of Ski Jumping, which featured many international competitors who had taken part in an exhibition event at the Calgary Olympic site. Later Big Thunder hosted the Canadian Championships in ski jumping, nordic combined and freestyle.

For the second consecutive year the centre successfully hosted the Canada Cup cross-country competitions. As a result, Big Thunder was awarded the Canadian Championships for cross-country for the 1987-88 season.

Big Thunder was the site of several events in the Ontario Winter Games in March 1987. A luge run was built for the games and the sport of luge and disabled skiing were included for the first time.

Despite the low snowfall of the season, not one of the Ontario Winter Games events was cancelled, thanks to around-the-clock efforts by the Big Thunder crew.

projet mixte entre le secteur privé et le gouvernement doit être terminé pour l'été 1987.

### **Big Thunder forme les skieurs olympiques**

La saison 1986-1987 au Centre national d'entraînement au ski Big Thunder, exploité par Thunder Bay Ski Jumps Ltd., a marqué le début du compte à rebours pour les Jeux Olympiques de 1988 à Calgary.

La saison s'est ouverte par la Coupe du monde de saut à skis Molson, avec plusieurs concurrents internationaux qui avaient pris part à une rencontre de démonstration sur le site olympique de Calgary. Par la suite, Big Thunder a accueilli les championnats canadiens de saut à skis, de combiné nordique et de style libre.

Pour la deuxième année consécutive, le centre a organisé avec succès les épreuves de ski de fond de la coupe du Canada. En conséquence, Big Thunder s'est vu accorder l'organisation des championnats canadiens de ski de fond pour la saison 1987-1988.

Plusieurs des épreuves des Jeux d'hiver de l'Ontario en mars 1987 furent présentées à Big Thunder. Une piste de luge fut construite pour la circonstance et la luge ainsi que les compétitions de ski pour handicapés furent ajoutées aux jeux pour la première fois.

Malgré les faibles chutes de neige de la saison, aucune des épreuves des Jeux d'hiver de l'Ontario n'a été annulée, grâce aux efforts soutenus de l'équipe de Big Thunder



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### Trillium Foundation Supports Social Service Agencies

The Trillium Foundation was established in 1982 to provide Ontario-wide voluntary social service agencies with access to lottery revenues. Since then it has approved grants and pledges totalling almost \$69 million to assist more than 2,800 local branches and member groups linked with province-wide organizations.

These funds have reinforced the efforts of more than 120,000 volunteers serving more than one million clients across the province. They have also generated 676 full-time jobs.

In 1986-87 the Foundation approved grant payments totalling more than \$19 million to 55 province-wide agencies. Forty-four grants were renewed commitments while 11 were first-time awards.

First-time funding recipients included the Alzheimer Association of Ontario, to support on-going work such as family counselling, provide needed staffing and step up fund-raising and public education activities.

Also the Boys and Girls Clubs of Ontario received funding for projects and programs to enhance the personal growth and development of more than 20,000 disadvantaged young people.

The Canadian Foundation for Ileitis and Colitis also received first-time funding to expand services such as self-help and family support, chapter development and public education.

### La Fondation Trillium aide les organismes de services sociaux

La Fondation Trillium a été fondée en 1982 pour donner aux organismes de services sociaux bénévoles oeuvrant dans toute la province accès aux revenus des loteries. Elle a depuis lors approuvé des subventions et des engagements totalisant près de 69 millions de dollars afin de venir en aide à plus de 2 800 sections locales et groupes membres affiliés à des organismes provinciaux.

Ces fonds ont renforcé les efforts de plus de 120 000 bénévoles qui servent plus d'un million de clients dans toute la province. Ils ont aussi généré 676 emplois à temps plein.

En 1986-1987, la fondation a approuvé le paiement de subventions totalisant plus de 19 millions de dollars au bénéfice de 55 organismes provinciaux. Quarante-quatre subventions constituaient des renouvellements, tandis que 11 étaient de nouvelles subventions.

Les nouveaux récipiendaires comprenaient la Alzheimer Association of Ontario, pour appuyer des activités permanentes telles que la consultation familiale, embaucher le personnel nécessaire et renforcer les activités de collecte de fonds et d'information du public.

Les Clubs de garçons et de filles de l'Ontario ont aussi reçu des fonds pour leur permettre de réaliser des projets et des programmes d'amélioration de l'épanouissement personnel et du développement de plus de 20 000 jeunes désavantagés.

La Fondation canadienne pour l'iléite et la colite a aussi reçu des fonds pour la première fois pour lui permettre d'étendre des services tels que les services d'entraide et de soutien à la famille, le développement des sections et l'information du public.





MINISTRY OF TOURISM AND RECREATION  
FINANCIAL DATA 1986-1987

Ministry Administration Program	Main Office	\$ 1,679,420
	Planning and Administration	
	Services	2,178,188
	Information Services	1,116,723
	Corporate Advertising & Special Projects	744,397
	Ontario Trillium Foundation	15,000,000
	<b>Total for Ministry Administration</b>	<b>\$ 20,718,728</b>
Tourism Development Program	Program Administration	457,581
	Tourism Industry Development	6,104,323
	Tourism Marketing Development	29,130,874
	<b>Total for Tourism Development</b>	<b>\$ 35,692,778</b>
Parks & Attractions Program	Huronian Historical Parks	2,748,489
	Old Fort William	3,552,331
	Ontario Place Corporation	4,806,800
	St. Lawrence Parks Commission	13,002,201
	St. Clair Parkway Commission	456,634
	Thunder Bay Ski Jumps Ltd.	676,000
	Resort Development	1,759,415
	Ottawa Congress Centre	1,103,000
	Toronto Convention Centre	7,058,300
	<b>Total for Parks &amp; Attractions</b>	<b>\$ 35,163,170</b>
Recreation, Sports and Fitness Program	Program Administration	571,110
	Recreation	2,158,590
	Sports and Fitness	16,827,084
	<b>Total for Recreation, Sports and Fitness</b>	<b>\$ 19,556,784</b>
Tourism and Recreation Operations Division	Tourism and Recreation Operations	61,206,895
	<b>Ministry Total:</b>	<b>\$ 172,338,355</b>



MINISTÈRE DU TOURISME ET DES LOISIRS  
DONNÉES FINANCIÈRES 1986-1987

Programme d'administration du ministère	Administration centrale	1 679 420 \$
	Services de planification et d'administration	2 178 188
	Services d'information	1 116 723
	Groupe des projets spéciaux et de la publicité	744 397
	Fondation Trillium de l'Ontario	15 000 000
	<b>Total — Administration du ministère</b>	<b>20 718 728</b>
Programme de développement du tourisme	Administration du programme	457 581
	Expansion de l'industrie du tourisme	6 104 323
	Commercialisation touristique	29 130 874
	<b>Total — Développement du tourisme</b>	<b>35 692 778</b>
Programme des parcs et des attractions	Parcs historiques de la Huronie	2 748 489
	Vieux Fort William	3 552 331
	Société d'exploitation de la Place de l'Ontario	4 806 800
	Commission des parcs du Saint-Laurent	13 002 201
	Commission de la Promenade Sainte-Claire	456 634
	Thunder Bay Ski Jumps Ltd.	676 000
	Mise en valeur des lieux de villégiature	1 759 415
	Centre des congrès d'Ottawa	1 103 000
	Palais des congrès de Toronto	7 058 300
	<b>Total — Parcs et attractions</b>	<b>35 163 170</b>
Programme des loisirs, des sports et de la condition physique	Administration du programme	571 110
	Loisirs	2 158 590
	Sports et condition physique	16 827 084
	<b>Total — Loisirs, sports et condition physique</b>	<b>19 556 784</b>
Division des opérations, touristiques et récréatives	Opérations du ministère	61 206 895
<b>Total — Ministère</b>		<b>172 338 355</b>



**Southwest Region****London (T & R)**

255 Dufferin Ave.  
Suite 601  
London, Ontario  
N6A 5K6  
1-800-265-4730  
(519) 679-7156

**Windsor (T & R)**

250 Windsor Avenue  
Windsor, Ontario  
N9A 6V9  
1-800-265-1330  
(519) 256-4919

**Kitchener (T & R)**

30 Duke Street West  
4th Floor  
Kitchener, Ontario  
N2H 3W5  
1-800-265-6361  
(519) 578-3600

**Hanover (R)**

427 10th Street  
2nd Floor  
Hanover, Ontario  
N4N 1P8  
1-800-265-5520  
(519) 364-1626

**Owen Sound (T)**

1131 Second Ave. East  
Suite 107  
Nor-Towne Plaza  
Owen Sound, Ontario  
N4K 2J1  
(519) 376-3875

**Central Region****Toronto (T & R)**

700 Bay Street  
8th Floor  
Toronto, Ontario  
M5G 1Z6  
(416) 965-9940 (T)  
965-0283 (R)

**St. Catharines (T & R)**

15 Church Street  
Suite 404  
St. Catharines, Ontario  
L2R 3B5  
1-800-263-2441  
(416) 684-2345 (T)  
688-6472 (R)

**Huntsville (T)**

114 Main Street E.  
Huntsville, Ontario  
POA 1K0  
Zenith 25930  
(705) 789-4448

**Barrie (T & R)**

34 Simcoe Street  
2nd Floor  
Barrie, Ontario  
L4M 1A1  
1-800-461-4499  
(705) 737-3301

**Hamilton (R)**

119 King Street  
8th Floor  
Hamilton, Ontario  
L8N 3Z9  
Zenith 81610  
(416) 521-7244  
521-7458  
521-7245

**East Region****Ottawa (T & R)**

10 Rideau Street  
4th Floor  
Ottawa, Ontario  
K1N 9J1  
1-800-267-9340  
(613) 566-3721 (R)  
566-3725 (T)

**Kingston (T & R)**

1055 Princess Street  
Suite 304  
Kingston, Ontario  
K7L 5T3  
1-800-267-0225  
(613) 545-4350

**Peterborough (T & R)**

305 Stewart Street  
Peterborough, Ontario  
K9J 3N2  
1-800-461-7629  
(705) 748-3711

**Brockville (T & R)**

2211 Parkedale Avenue  
Brockville, Ontario  
K6V 6B2  
1-800-267-8138  
(613) 342-5522

**Northeast Region****Sudbury (T & R)**

199 Larch Street  
4th Floor  
Sudbury, Ontario  
P3E 5P9  
1-800-461-4004  
(705) 675-4346

**North Bay (T & R)**

147 McIntyre St. West  
2nd Floor  
North Bay, Ontario  
P1B 2Y5  
1-800-461-9563 (R)  
(705) 474-4280 (R)  
474-3821 (R)  
1-800-461-1569 (T)  
(705) 472-0702 (T)

**Sault Ste. Marie (R)**

390 Bay Street  
3rd Floor  
Sault Ste. Marie, Ontario  
P6A 1X2  
1-800-461-2409  
(705) 942-3751

**Sault Ste. Marie (T)**

120 Huron Street  
Sault Ste. Marie, Ontario  
P6A 1P8  
Zenith 59130  
(705) 253-1103

**Timmins (T & R)**

22 Wilcox Street  
2nd Floor  
Timmins, Ontario  
P4N 3K6  
Zenith 8-1610  
(705) 267-7117

**Northwest Region****Thunder Bay (T & R)**

435 James Street South  
Thunder Bay, Ontario  
P7C 5G6  
1-800-465-5018  
(807) 475-1325

**Kenora (T & R)**

808 Robertson Street  
Kenora, Ontario  
P9N 3X9  
1-800-465-1108  
(807) 468-6481

**Fort Frances (T & R)**

616 Mowat Avenue  
Fort Frances, Ontario  
P9A 1Z3  
(807) 274-3259

**Dryden (T & R)**

479 Government Road  
P.O. Box 3000  
Dryden, Ontario  
P8N 3B3  
(807) 223-2271





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**Région du Sud-Ouest****London (T & L)**

255, avenue Dufferin  
Bureau 601  
London (Ontario)  
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1-800-265-4730  
(519) 679-7156

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250, avenue Windsor  
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(519) 578-3600

**Hanover (L)**

427, 10<sup>e</sup> rue  
2<sup>e</sup> étage  
Hanover (Ontario)  
N4N 1P8  
1-800-265-5520  
(519) 364-1626

**Owen Sound (T)**

1131, 2<sup>e</sup> avenue est  
Bureau 107  
Plaza Nor-Towne  
Owen Sound (Ontario)  
N4K 2J1  
(519) 376-3875

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**Région du Centre****Toronto (T & L)**

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965-0283 (L)

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688-6472 (R)

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114, rue Main est  
Huntsville (Ontario)  
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Zénith 25930  
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**Barrie (T & L)**

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L4M 1A1  
1-800-461-4499  
(705) 671-5501

**Hamilton (L)**

119, rue King  
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Hamilton (Ontario)  
L8N 3Z9  
Zénith 81610  
(416) 521-7244  
521-7458  
521-7245

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**Région de l'Est****Ottawa (T & L)**

10, rue Rideau  
4<sup>e</sup> étage  
Ottawa (Ontario)  
K1N 9J1  
1-800-267-9340  
(613) 566-3721 (L)  
566-3725 (T)

**Kingston (T & L)**

1055, rue Princess  
Bureau 304  
Kingston (Ontario)  
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1-800-267-0225  
(613) 545-4350

**Peterborough (T & L)**

305, rue Stewart  
Peterborough (Ontario)  
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1-800-461-7629  
(705) 748-3711

**Brockville (T & L)**

2211, avenue Parkedale  
Brockville (Ontario)  
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1-800-267-8138  
(613) 342-5522

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**Région du Nord-Est****Sudbury (T & L)**

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P3E 5P9  
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(705) 474-4280 (L)  
474-3821 (L)  
1-800-461-1569 (T)  
(705) 472-0702 (T)

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**Sault Ste. Marie (T)**

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**Timmins (T & L)**

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**Région du Nord-Ouest****Thunder Bay (T & L)**

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**Kenora (T & L)**

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**Fort Frances (T & L)**

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**Dryden (T & L)**

479, rue Government  
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Dryden (Ontario)  
P8N 3B3  
(807) 223-2271



## AGENCIES, BOARDS AND COMMISSIONS/MEMBERSHIP

As at end of fiscal year

### Huronian Historical Advisory Council

#### *Chairman*

Rev. James J. Farrell, Midland

#### *Members*

Rev. Patrick Boyle, Toronto  
Raymond Mickevicius, Stayner  
Roderic Graham Ferguson,  
Midland

Sharon B. A. Leyshon, Stayner

Frank Dolcort, Orillia

Anne Mary Faragher, Midland

Prof. Ed Pleva, London

France Diane Picard,

Penetanguishene

### Metro Toronto Convention Centre

#### *Chairman*

Thomas Davidson, Toronto

#### *President/CEO*

John O. Maxwell, Toronto

#### *Members*

Samuel Bresler, Mississauga  
Roger A. Lindsay, Toronto  
William Duron, Toronto  
C. Clyde Batten, Toronto  
Arthur E. Harnett, Toronto  
Bohdan (Bob) Onyschuk, Toronto  
Ward C. Pitfield, Toronto  
Stephen M. Pustil, Toronto  
Elizabeth Tory, Toronto  
Mildred Margaret Istona, Toronto  
Marci Lipman, Toronto

### Niagara Parks Commission

#### *Hon. Chairman*

James Allan, Dunnville

#### *Chairman*

Pamela Walker, Niagara Falls

#### *Vice Chairman*

Archie Katzman, St. Catharines

#### *Commissioners*

Harry J. Daniel, St. Catharines  
Douglas A. Mann, Niagara Falls  
William West, Hamilton  
Heinz K. Hummel, Fort Erie  
William S. Smeaton, Niagara Falls  
Jim Marino, Niagara-on-the-Lake  
John Holer, Stoney Creek  
Mary Margaret George, Fort Erie  
Carolyn Mary Reid, Thorold

### Old Fort William Advisory Committee

#### *Chairman*

Brien O'Brien, Thunder Bay

#### *Vice Chairman*

Ruth Armstrong, Thunder Bay

#### *Members*

James Jessiman, Thunder Bay

James R. Johnson, Thunder Bay

Diane Marie Petryna,

Thunder Bay

Ingrid Paterson, Thunder Bay

Emmons F. Lindmeir, Eagle River

Dr. Gordon Duncan McLeod,

Thunder Bay

Elaine J. Olson, Thunder Bay

### Ontario Lottery Corporation

#### *Chairman*

Walter Stothers, Thornhill

#### *Vice Chairman*

Sandra McKinnon Jolley,

Toronto

#### *President*

D. Norman Morris, Toronto

#### *Members*

Chan Yeung Kang, Toronto  
James David Meekison, Toronto  
David Polowin, Ottawa  
Sandra Elizabeth Severn, Toronto  
Anne Beatrice Bender,  
Mississauga  
Patrick W. E. Hodgson, London

### Ontario Place Corporation

#### *Chairman*

William J. McAleer, Toronto

#### *Vice Chairman*

Laureano Leone, Weston

#### *Ex Officio*

Jim Keenan (D.M.), Toronto

#### *Members*

Joseph A. Chiappetta, Downsview  
Melanio Catre, Scarborough  
Ronald J. Logan, London  
Christos Antoniou, Aurora  
J. W. Nuttall, Markham  
Dennis H. Freeman, Toronto  
Barbara Jean Martin,  
New Liskeard  
Ronald C. Shouldice, Ottawa  
Christina M. Schmalz, Walkerton  
Roy G. Williams, Aurora

### Ontario Sport Medicine and Safety Advisory Board

#### *Chairman*

Linda Thom, Ottawa

#### *Vice Chairman*

Doug Ferguson, Toronto

#### *Members*

James Finlay, Toronto  
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Ministry of Tourism and Recreation  
Province of Ontario  
Queen's Park  
Toronto, Canada  
M7A 2R9

Hugh P. O'Neil, Minister  
Jim Keenan, Deputy Minister

Ministère du Tourisme des Loisirs  
Province de l'Ontario  
Queen's Park  
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M7A 2R9

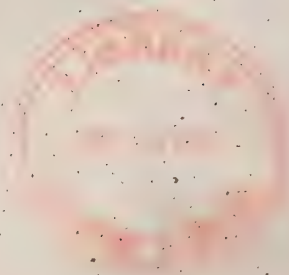
Hugh P. O'Neil, Ministre  
Jim Keenan, Sous-ministre



ONTARIO MINISTRY OF TOURISM AND RECREATION 1987-1988

ANNUAL REPORT

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Ontario

Ministry of Tourism and Recreation  
Province of Ontario  
Queen's Park  
Toronto, Canada  
M7A 2R9

Hugh P. O'Neil Minister

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### A MESSAGE FROM THE MINISTER

I am pleased to present the Ministry of Tourism and Recreation 1987-88 Annual Report.

Ontario's tourism and recreation sectors are responding effectively to the growing demand for leisure opportunities. They are both powerful growth industries, together accounting for more than 11 per cent of employment in Ontario.

This Ministry, through aggressive marketing and by supporting the right kind of tourism development, is helping to make Ontario a top destination for today's sophisticated travellers. The 7.2 per cent gain in travel expenditure in 1987 shows we are succeeding in our tourism investment.

The Ministry views recreation as the key to a healthy, self-reliant lifestyle and one of our priorities is drawing more people to sport, fitness and recreation programs.

This year, for example, we began to draft a Women in Sports and Fitness policy. We held regional workshops on the integration of disabled persons in recreation activities and we fostered innovation in recreation programming for older adults.

The Ministry fulfills its mission through partnerships with the private sector, municipalities and volunteer organizations. Our discussions with the tourism industry on a tourism strategy, and our consultative approach to planning new directions for financial assistance to recreation, are but two examples of the ongoing communications we maintain with our clients.

We also work closely with other Ontario ministries to ensure concerted and effective action. The NOTICE program, in which four ministries have joined to improve roadside amenities for highway travellers in Northern Ontario, illustrates this teamwork. So does the recent formation of an interministerial co-ordinating committee on recreation.

We in the Ministry of Tourism and Recreation pledge to build on this spirit of partnership in the year ahead. Together, we will further strengthen tourism as a basic industry and recreation as an important service for the people of Ontario.



Hugh P. O'Neil  
Minister

## A MESSAGE FROM THE DEPUTY MINISTER

The Ministry of Tourism and Recreation has had a most productive year.

In 1986-87, the Ministry joined forces with the province of Quebec to expand tourism marketing in Japan and the United Kingdom. The federal-provincial tourism development program continued to fund major projects, helping Ontario to compete in world travel markets.

The government announced support for Toronto's Olympic bid and the Ministry established a liaison unit to co-ordinate provincial involvement in the bid process.

We launched a retirement planning initiative to develop community resources helping older adults maintain their health and independence.

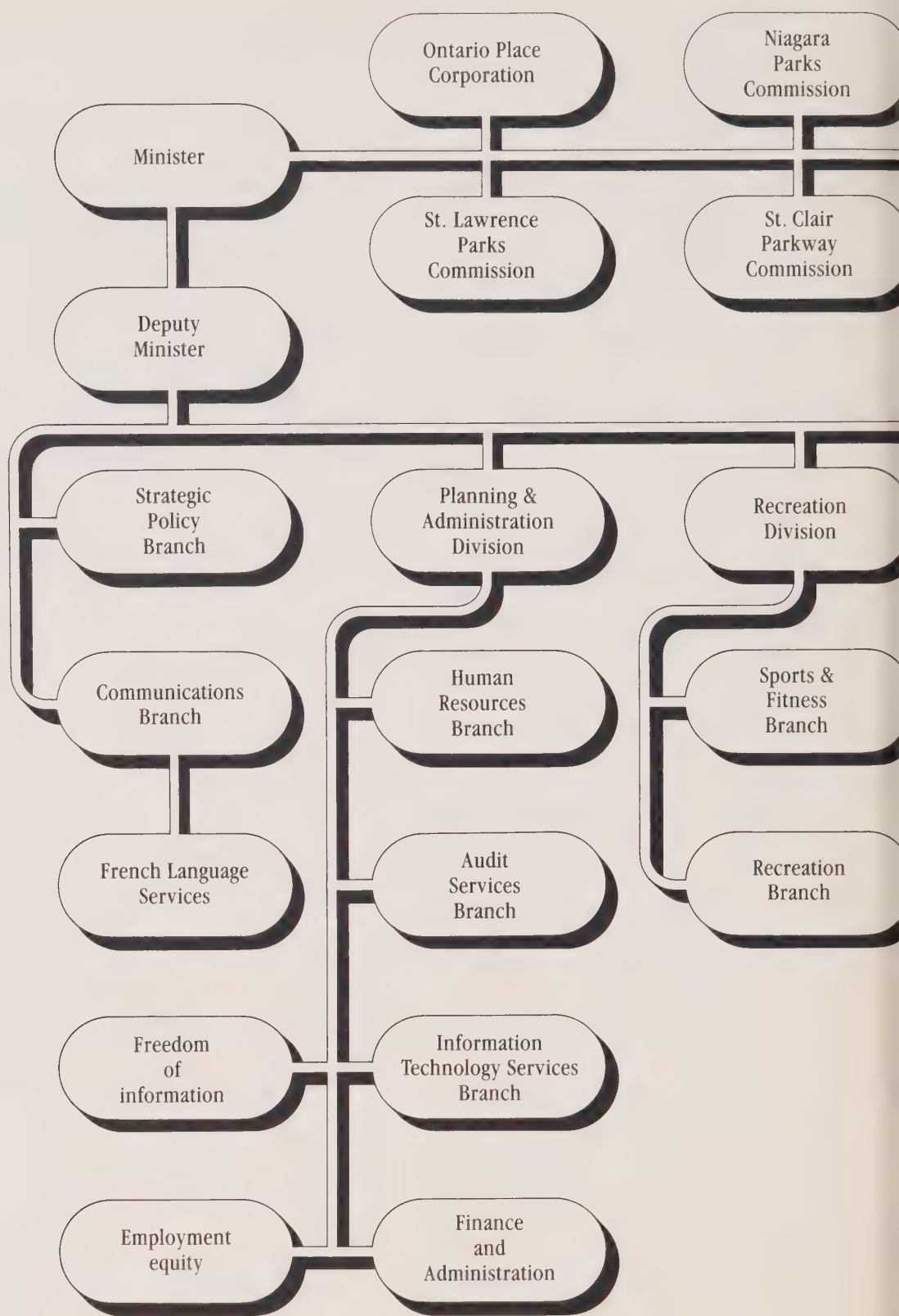
Our corporate support units guided the Ministry in responding to government-wide priorities such as freedom of information, French language services and employment equity.

The management and staff of the Ministry are committed to excellence. We are dedicated to expanding the tourism and recreation choices open to the people of Ontario and our visitors in order to enrich the quality of life, work and leisure for all.

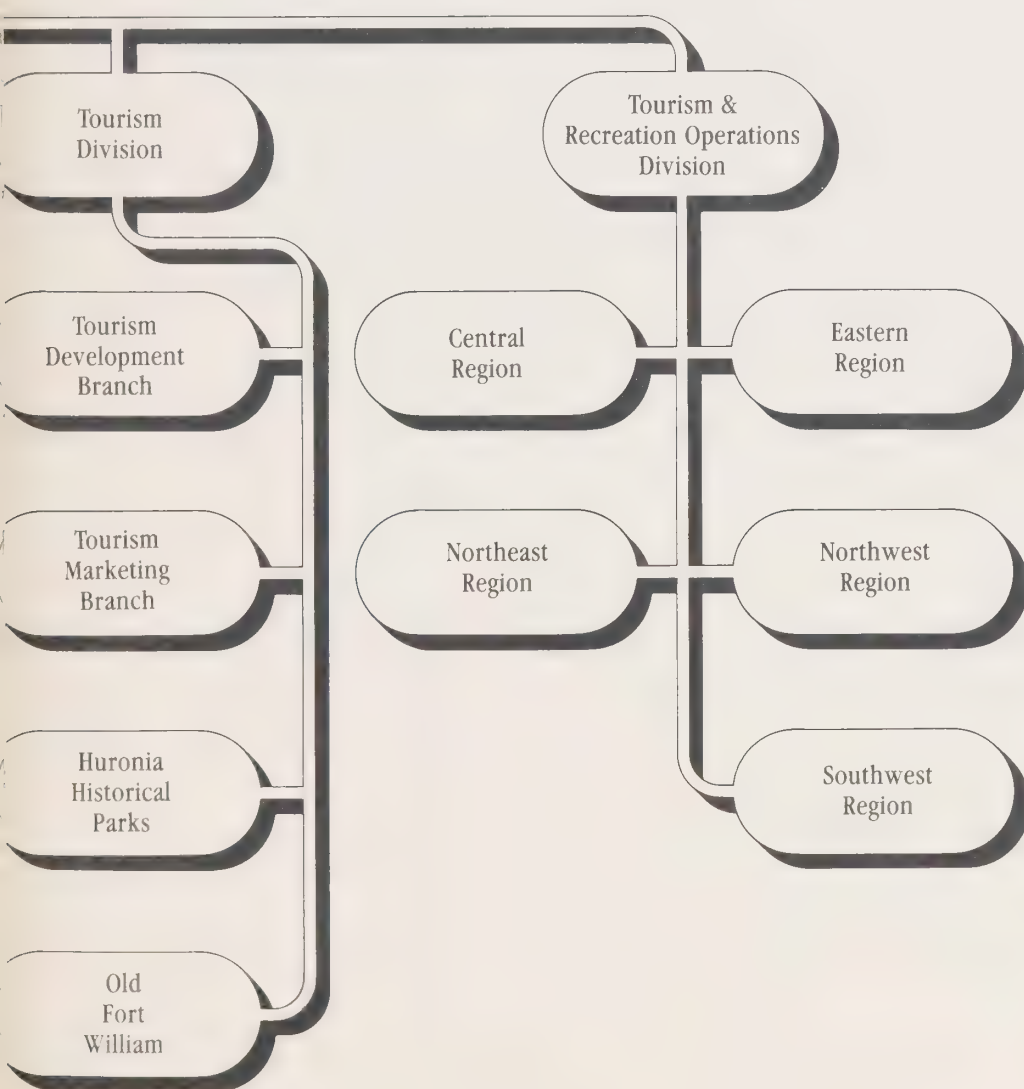
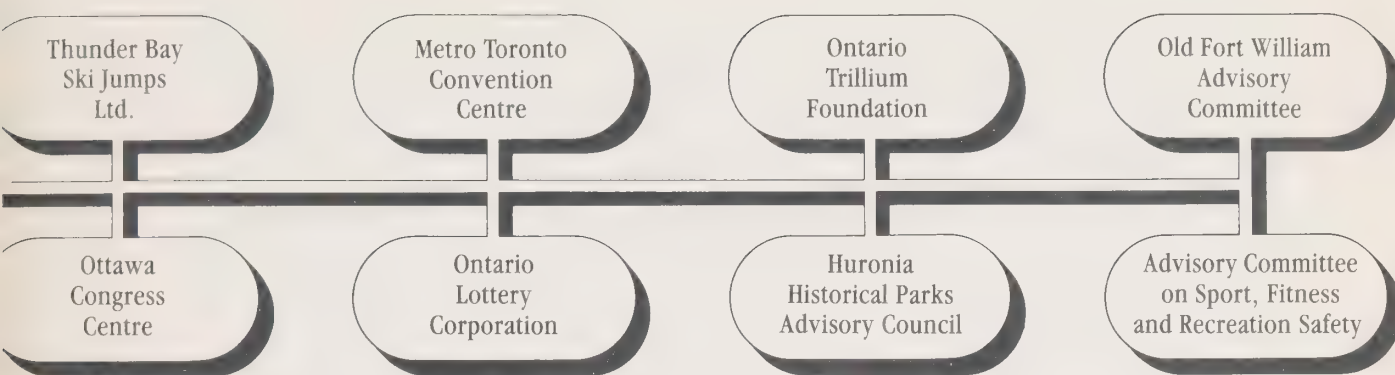


Jim Keenan  
Deputy Minister

MINISTRY OF TOURISM AND RECREATION ORGANIZATION SEPTEMBER, 1988







## **TOURISM DIVISION**

### **Tourist Spending Reaches \$9.3 Billion**

Nineteen eighty seven was a banner year for Ontario tourism. Travel expenditure in the province totalled \$9.3 billion—a solid 7.2 per cent increase over 1986.

Ontarians travelling within the province generated nearly two-thirds of this business. Travel from the U.S., our largest foreign market, rose a healthy 2.8 per cent, while the number of visitors from overseas increased a massive 28.9 per cent.

To accelerate this growth, the Ministry of Tourism and Recreation continued to develop Ontario's first tourism strategy. The tourism industry around the province participated in this planning process through a series of regional round table meetings in 1986. This year consultations were held with other ministries and the proposed strategic directions were shared with travel and trade associations. The strategy is expected to be released in the fall of 1988.

### **Ontario Incredible Campaign Hits Hard**

The Ontario Incredible marketing campaign reached full stride in 1987-88, its second year.

In the spring, four new television commercials began running in Ontario and in U.S. border markets. Each commercial focused on a distinct product—touring, city trips, resorts and outdoors. Within Ontario, specific newspaper ads captured the flavour of each region to encourage travellers to extend their stays.

The fall newspaper insert in domestic and U.S. markets extended the travel season by promoting pre-planned tours. The Ministry immediately received 4,800 phone inquiries—the busiest day ever for our telemarketers!

### **Hospitality Campaign Improves Customer Service**

Last year, the Ministry introduced the Tourism Awareness and Hospitality Training program, to make residents aware of the importance of tourism and how they can make visitors feel welcome. The program also trains workers to make a very positive impression on travellers.

Between September and March, MTR sponsored 266 hospitality training workshops reaching 2,660 participants around the province. In-house leaders subsequently conducted 64 hospitality workshops in their own enterprises.

#### **Ontario and Quebec Join Forces Overseas**

Japanese travel to Ontario increased 50 per cent in 1987, while traffic from the United Kingdom rose a very substantial 27 per cent. To sustain this momentum, Ontario negotiated a three-year tourism marketing agreement with the province of Quebec for joint promotional activities overseas, beginning in Japan and the U.K.

The joint initiative, which commenced in the fall, introduces the concept of Ontario and Quebec as a combined destination, giving the tourism industry a new product line in these lucrative long-haul markets.

In Japan, the two provinces are promoting the Maple Route to encourage tourists to travel beyond the usual sites in Niagara Falls and Toronto, and also visit eastern Ontario and Quebec. Similarly, the U.K. campaign encourages British travellers visiting friends and relatives to see more of the two provinces.

#### **Ontario Tourism Grows New Markets**

The Ministry is expanding the reach of its U.S. marketing efforts to 500 miles from the border instead of the previous 350 miles. In June and July, the Ministry and the federal government co-sponsored a \$100,000 (U.S.) newspaper advertising campaign in the Greater Boston area, a key investment market with high growth potential.

Eight advertisements reaching a mass audience began creating awareness of Ontario's diverse and exciting summer vacation opportunities.

Unpaid media coverage in the Boston area reinforced the impact of the paid advertising. Strong editorial support was stimulated by the MTR's Media on Special Tour (M.O.S.T.) program, which provides assistance to selected travel journalists covering Ontario.

In October, the Ministry organized travel trade marketplaces for 50 Ontario tourism suppliers who journeyed to Boston, Hartford (Connecticut) and Portland (Maine). Representing hotels, attractions and sightseeing tours, the Ontario team met with 500 group leaders, wholesalers, tour operators and travel agents over three days. This was the first time an Ontario travel marketplace was held in the United States.

#### **Babe Winkleman Promotes Ontario Fishing**

The Ministry helped raise Ontario's profile at U.S. sports shows in early 1988. The Ministry hosted simulated shore lunch breakfasts, featuring Ontario fish, for local media and Ontario tourist operators. Celebrity outdoorsman Babe Winkleman served as special ambassador, endorsing Ontario fishing.



**Market Research Intensified**

The Ministry is emphasizing market research to evaluate the effectiveness of current marketing efforts and guide future initiatives.

In January, 1988 MTR launched a monthly telephone survey of Ontario resident travel, collecting data on Ontarians' travel patterns, expenditures and characteristics. These will be published quarterly, beginning in fall 1988, together with other state-of-trade indicators.

**Federal-Provincial Incentives Boost Ontario's  
Drawing Power**

The \$59 million Canada-Ontario Tourism Development Agreement is strengthening Ontario's position in the world travel market. The cost is shared equally by the federal and provincial governments and the program encourages the creation of year-round destinations with brand name appeal and international drawing power.

Funding may be provided to support feasibility and planning studies; product development through major capital projects; follow-through marketing of travel generators assisted under the capital program; and improved visitor services.

In 1987-88 the program completed its third year of operation. Since inception, the program injected a total of \$35.4 million into six product development projects with a combined cost of \$248.1 million. These projects are expected to generate 2,371 person-years of construction employment, 1,786 jobs in the operation of facilities, and some six dollars in new private sector investment for every dollar of government support.

Under the visitor services component of the federal-provincial program, a \$500,000 non-repayable contribution was awarded to Tourism Ontario to market its accommodation grading system more aggressively. The star-rating program helps consumers select tourist facilities suiting their needs and preferences.

**Financial Assistance Programs Generate Tourism  
Investment**

The Ministry offers financial incentives to encourage the renovation and expansion of Ontario's tourism plant.

The Tourism Redevelopment Incentive Program (TRIP) provides loan guarantees and interest subsidies to help build or improve tourist accommodations and attractions. This year, TRIP approved guarantees on 56 loans totalling \$26,127,250 for projects such as the expansion and refurbishing of the Kamiskotia Ski Resorts in Timmins. The projects supported by TRIP this year involved a total investment of \$48,438,429.

Low-interest Tourism Term Loans help establish, expand or enhance tourist facilities. The 57 loans approved this year totalled \$5,630,350 and backed such projects as the upgrading and winterizing of Willow Beach Cottages in Haliburton.

The Ministry also offers loans to help operators participating in the Tourism Ontario grading program to improve their premises.

Under TRIP, the Ministry now requires applicants to submit a plan of reasonable access and facilities for the physically challenged.

In addition, the Small Business Development Corporations (SBDCs) program run by the Ministry of Revenue offers corporate tax credits and individual cash grants to investors in SBDCs. Since introduction of the program in 1979, SBDCs have invested some \$105 million in Ontario tourism.

#### **Stronger Advocacy for Tougher Issues**

The Tourism Development Branch this year hired a policy co-ordinator to strengthen its capabilities as an advocate for the tourism industry. MTR is determined to respond effectively to complex issues like free trade, labour shortages and environmental concerns—which increasingly involve liaison with other ministries, levels of government and industries.

## **RECREATION DIVISION**

### **Recreation Fosters Wellness in a Leisure Society**

In today's fast-paced world, both visitors and residents are turning to sports, fitness and recreational activities for relaxation and fulfillment. The Ministry is a key player in the wellness movement, which promotes awareness of the link between lifestyle and personal well-being and encourages individual responsibility for lifestyle choices.

The Ministry assists and enables municipalities, volunteer groups and the private sector to provide sports and recreation choices and promote wellness throughout Ontario society.

### **Best Ever Leads to Olympic Triumphs and Wider Participation**

The Ministry's Best Ever program continued to help Ontario's elite athletes prepare for the 1988 Olympics, while capitalizing on the Olympic spirit to expand participation in sport at all levels.

For elite athletes, Best Ever provided special training and competition opportunities as well as educational subsidies. This support paid dividends when 43 Ontario competitors were chosen for the Calgary Winter Olympics, comprising about 35 per cent of the Canadian team. Ontario figure skaters Brian Orser and Elizabeth Manley won silver medals at the Calgary games.

The participation development component of Best Ever supported 175 projects by community, regional or provincial groups this year. Initiatives ranged from the hiring of an aquatic coach by the Town of Leamington to the promotion of women's and girls' soccer in York Region.

### **Safety Promoted in Sports and Fitness**

The Ministry is committed to reversing the alarming trend in sport-related injuries. A new Safety in Sports and Fitness program was launched in January 1987.

In 1987-88, MTR worked closely with the Hockey Development Centre for Ontario, the provincial amateur hockey organization, to strengthen the HDCCO's mandate to promote a safe and violence-free environment. Meanwhile, Ministry grants helped install 160 safer, breakaway goal net systems in Ontario arenas.



**A Fitness Safety Standards Committee** with industry representation was formed to devise safety guidelines for fitness clubs and centres in such areas as equipment, maintenance and staff qualifications. In addition, the Ministry began a pilot project to create a sports injury database. Also, a generic sports first-aid course was produced for community groups.

**Women in Sports Policy Planned**

The Ministry began to develop a provincial policy on Women in Sport and Physical Activity. It will deal with such issues as participation opportunities, competition and leadership, and the provision of resources to women's activities.

The draft paper was discussed by sports and fitness associations, municipalities and other interested groups at public consultations across the province.

This year, a roster of 60 women athletes, coaches and administrators recorded a total of 211 speaking engagements and other appearances, in the Female Athletes Motivating Excellence or FAME program.

**Sport Resources for Francophones Increased**

Expanding participation of French-speaking Ontarians in sports and fitness is an MTR priority, and this year an advisory committee formed for this purpose was reorganized with more representation from areas of significant francophone population.

The Ministry hired a bilingual sports consultant and prepared for the opening of the Francophone Resource Centre for Sports and Fitness at the University of Ottawa.

**Toronto Prepares Olympic Bid**

The Ontario government has made a three-year financial commitment to support the preparation of Toronto's bid for the 1996 Olympic Games. The games could have an estimated economic impact of \$1.9 billion and showcase Ontario's recreational, cultural and tourism resources.

**An Olympic liaison unit** within the Ministry was ready to begin operation early in the 1988-89 fiscal year. It will co-ordinate involvement of several ministries with the Toronto Ontario Olympic Council, which is preparing the bid.

**Ontario and Jiangsu Exchange Athletes**

The exchange of athletes under the twinning accord between Ontario and the Chinese province of Jiangsu got under way this year.

In the spring and summer, Ontario badminton and table tennis teams travelled to China, and Chinese swimmers and track and field athletes visited Ontario. The two provinces hosted sports in which they excel, providing a valuable opportunity for the guest athletes to train and compete with some of the world's best.

**Ministry Joins Fitness Partnerships**

The Ministry co-operated closely with government and private sector partners to promote fitness.

"Apex" — A Program of Eating and Exercise developed with the Participaction federal agency and the Ontario Physical and Health Education Association — was distributed to Ontario schools. MTR fitness staff consulted with the Ministry of Health on promotion of the wellness concept as part of the health ministry's disease prevention strategy.

In addition, MTR enlisted corporate sponsors — the North American Life Assurance Company and Campbell Soups — for the International Conference on Exercise, Fitness and Health which took place in Toronto in May 1988.

**Opportunities for Physically Challenged Persons**

The barriers facing physically challenged persons in the pursuit of leisure activities are coming down. This year, MTR organized seven regional workshops on the integration of disabled persons into regular recreation programs and to identify the obstacles to be overcome.

The Ministry supported the 1987 Ontario Games for the Physically Disabled hosted by the City of North York in July. A visit by the Duke and Duchess of York underlined what a significant sports event this biennial competition has become.

The Outstanding Disabled Athlete of the Year Award is sponsored by the Ministry to recognize competitive achievement by physically challenged persons. Wheelchair athlete Ron Robillard was the 1987 winner.

**Community Recreation Policy Promoted**

This year, MTR presented the Community Recreation Policy, approved by Cabinet in early 1987, to clients across the province. Provincial, municipal, community and private sector representatives gained an understanding of the policy's implications at regional sessions held in June.

The product of extensive consultation with Ministry clients, the new policy establishes three long-term goals. It calls on all recreation partners, both public and private, to co-operate and co-ordinate activities. It stresses the need to maximize the contribution of recreation to the social and economic life of the province. It also advocates the broadest range of recreational opportunities to meet the needs of all individuals.

In accordance with the policy, MTR took the lead in creating an interministerial co-ordinating committee representing 10 ministries having an impact on recreation.

#### **Financial Assistance to Recreation Partners Reviewed**

In March 1988, the Ministry released a discussion paper on directions for its substantial capital and program grants to community recreation. The aim is to ensure that funding supports the three goals of the Community Recreation Policy. Consultations were planned for spring 1988 to review the document with municipalities and other clients.

#### **Retirement Planning Training Sessions Begin**

The Ministry is responding to the needs of Ontario's growing population of older adults. It is taking an holistic approach that sees recreation as a means of maintaining wellness and personal independence. A key priority is to encourage older adults to plan ahead to preserve their health, manage their finances and get the most from leisure time.

In February 1988, the Ministry began a series of regional conferences, in French and English, to train some 170 local leaders to deliver a model retirement planning program. Participants will spearhead introduction of the retirement planning concept in their communities.

#### **Symposium Sparks Initiatives for Older Adults**

To foster new approaches, MTR sponsored "Initiatives", a province-wide symposium on recreation for older adults. The Ottawa event introduced new programming concepts to appeal to today's active generation of older adults. The 310 delegates returned to their communities to begin creating new initiatives reflecting a new vision of recreation.



**Strategy on Multiculturalism**

In keeping with the province's strategy on multiculturalism, MTR this year commissioned a major study of the recreation needs of ethnocultural groups. A survey conducted in five languages measured participation in recreation programs, leadership and administration.

**Assessing Recreation's Economic Impact**

An economic impact model for municipal recreation was released this year, detailing a series of calculations to assess the economic implications of municipally-supported recreation activities. The analysis will serve as a useful planning tool for local governments.

**TOURISM AND RECREATION OPERATIONS  
DIVISION**

**23 Local Offices Provide Access to Programs and  
Services**

The Ministry works with tourism and recreation clients through 23 local offices in the Ministry's five regions. Consultants process applications for tourism financial assistance and recreation grants, and offer expert advice to businesses, industry associations, community groups and municipalities. They serve as advocates for tourism and recreation in dealing with other ministries at the regional level.

**Destinations East Energizes Growth**

The Ministry's Destinations East program is helping operators in eastern Ontario modernize the tourism plant. Examples this year are support for the expansion of Smith's Bay campsite near Eganville and the upgrading of boater services at William Marina Service near Lansdowne.

Fifty-five incentive loans valued at \$2.6 million backed capital construction and commercial marina projects involving a total investment of \$5.9 million. Principal and interest payments on these loans may be deferred for up to five years.

In addition, Destinations East supplied grants totalling \$1.8 million for festivals and events, feasibility and planning studies, marketing and investment sourcing.

**Destinations North Diversifies Economic Base**

The Destinations North Program is diversifying the economic base in Northern Ontario by encouraging development of quality resorts and travel generators.

This year, capital construction loans — again with principal and interest payments deferred for up to five years — supported 38 projects. Among them were the construction of Plumridge's Wilderness Lodge north of Armstrong and the purchase of a cruise boat by Rainbow Island Boat Tours of Little Current. A total of \$4.6 million in government funding resulted in a \$9.9 million tourism investment.

**NOR-DEV Promotes Events**

The operations offices of MTR administer the tourism components of the Northern Ontario Regional Economic Development (NOR-DEV) program funded by the Ministry of Northern Development. This year, the program added a new component for the promotion of events and attractions, such as the Parry Sound Centennial, while continuing to support marketing initiatives and feasibility and planning studies. Grants this year totalled \$1.9 million.

**Northern Highway Travel Enhanced**

The Northern Ontario Tourist Information Centre Enhancement (NOTICE) program provides grants to municipalities or non-profit groups to improve or build travel information centres. NOTICE is a prime example of government teamwork. Over a five year period, four ministries, including MTR, will invest \$15 million to improve roadside amenities for highway travellers.

This year, 11 capital grants were approved. The first went to the Fort Vermilion Travel Information Centre to provide access for disabled travellers, construct a children's activity area and improve signage. In addition, NOTICE began planning 10 new roadside rest areas and committed funds to upgrade 48 existing rest stops along major northern highways.

**Successful Advocacy**

The Ministry secured the co-operation of the Ministry of Natural Resources and the Ministry of Treasury and Economics in a project to rebuild Brunel Lock in the Town of Huntsville. Natural Resources will complete the construction work with funding from Treasury.

The reopening of the lock will provide access to recreational boating with a positive impact on local tourism.

**Co-operative Marketing in National Capital Region**

In eastern Ontario, the Ministry joined numerous private and public sector partners in Destination '88—the National Capital Region's first truly co-operative tourism marketing program. In addition, the Destinations East program provided financial assistance to implement the co-operative marketing plan.

**Ministry Funding Sustains Community Recreation**

This year's capital and program assistance package to community recreation included \$15 million for new recreation facilities—such as the multi-purpose recreation complex to be constructed by the Fort Erie YMCA—and \$6 million for capital conservation projects—such as the Queen Elizabeth swimming pool renovation in Sault Ste. Marie.



Examples of program funding are a Community Recreation Planning grant to the City of Stratford for a recreation master plan; and a Wintario Development grant to the Windsor-Essex County Family YMCA for the purchase of fitness equipment to expand programs for women, older adults and youth.

**Professional Development Encouraged**

The development of human resources in the recreation sector was a key objective in all regions.

In central Ontario, MTR consultants held workshops on the "Service Edge" for front-line personnel of small municipal and non-profit recreation operations. The sessions in Muskoka and the Niagara peninsula emphasized the importance of customer service and how to improve it.

Central region also offered three risk management workshops for recreation professionals; southwest region sponsored a leadership training workshop for senior recreation department supervisors; and northwest region helped the Ontario Sunset Recreation Association host a major conference.

**Economic Impact Gauged**

The Ministry's southwest region this year surveyed tourist operators to determine direct tourist expenditures in Windsor, London, Sarnia and nine other centres. Individual reports on each community raised awareness of the economic benefits of tourism and convinced most local councils to increase their support for the industry.

## **STRATEGIC POLICY BRANCH**

### **Strategic Planning Process Revamped**

The Strategic Policy Branch undertook a number of initiatives to improve strategic planning within the Ministry. Consultants reviewed the existing process and helped the branch develop a better planning system. The consultants held workshops and interviewed 42 MTR executives and managers.

A report was completed in March 1988 and referred to senior management. The new approach to strategic planning will help the Ministry set priorities more effectively in a climate of limited resources and rapid social and economic change.

The branch continued to represent MTR in dealing with other ministries on such issues as federal tax reform, demographic projects, and land and water use. It also manages and develops the Ministry's responses to environmental assessments on such projects as hydro, waste management, highway construction and forest management. It participates in the review of proposed amendments to the Niagara Escarpment Plan as well.

### **COMMUNICATIONS BRANCH**

The Communications Branch experienced much growth over the year, accommodating a substantially increased demand on its resources.

Among the most significant achievements was the introduction of Ministry-wide corporate communications planning.

The media relations unit successfully responded to a 420 per cent increase in workload, processing some 1,800 news releases, backgrounders and media events. The editorial unit nearly doubled its output, producing 275 speeches, statements, remarks, background notes and other assignments over the year.

The branch's production and editorial units teamed up to release the Ministry's first corporate brochures. A brochure profiling the Ministry, and a second one outlining Ministry programs were printed and distributed. A third, on Ministry services, is nearing completion.

The production unit also produced the only 1986-87 government annual report to win a Forum award.

#### **French Language Services**

The branch continued to implement the Ministry's corporate French language services plan. All corporate communication services are bilingual. The Office of Francophone Services Coordinator continued to play a key role in assisting the Ministry's various divisions and its agencies to develop their own internal and external French-language services.



## **PLANNING AND ADMINISTRATION DIVISION**

### **Ministry Strengthens Internal Organization**

The Planning and Administration Division provides corporate support services to the Ministry. It provides advice and guidance on management issues related to policy and procedures.

#### **Human Resources Branch Plans for People**

In its second year of operation, the Human Resources Branch undertook several new initiatives.

The branch co-ordinated orientation sessions for new staff, the forerunner of an ongoing program, and also designed and distributed employee orientation kits.

The branch implemented a smoke-free workplace policy for the Ministry and began work on a management development program and on an operational planning process to translate MTR's human resources strategy into short-term goals.

#### **Audit Services Branch**

The Audit Services Branch conducts independent financial, compliance, and comprehensive audits of all Ministry and agency operations.

Internal audits are performed within the framework of a multi-year audit program which includes detailed audit schedules and specific audit plans and programs. This program is reviewed and up-dated annually. During the year, 12 audit assignments were conducted, providing coverage in all Ministry divisions, and one agency.

#### **Employment Equity Strategy Issued**

This was an eventful year for employment equity with the establishment of the new Employment Equity Office.

In July of 1987, a new employment equity program was introduced in the Ontario Public Service, to ensure equitable representation for women, racial minorities, persons with disabilities, aboriginals and francophones.

Strong pro-active measures to achieve this goal were reflected in the development of a new Ministry Equity Strategy. Accompanied by a comprehensive three-year implementation plan, the Strategy outlines the Ministry's objectives and planned activities in support of employment equity.

Strategy implementation will begin in 1988-89 with the initial focus on orienting all staff to the new program.

**New Branches Established**

In 1987-88 the Ministry strengthened its internal administrative capabilities by creating two new branches.

The Information Technology Services Branch helps other Ministry units determine their information needs and obtain the right computer equipment to meet them. This year, the branch began development of an information technology strategic plan including a tactical plan which will support Ministry business objectives.

The new Finance and Administration Branch formulated plans for in-house financial and administrative services to replace the sharing of services with other ministries. It also began to carry out its role of overseeing the Ministry's relations with its agencies.

The branch implemented the Freedom of Information program and provided comprehensive training in freedom of information procedures to staff and senior management.

### **AGENCIES AND ATTRACTIONS**

The 11 operating agencies and attractions which report to the Ministry provide valuable tourism and recreation opportunities and contribute significantly to the quality of life in Ontario.

#### **Attendance Up at Huronia Historical Parks**

The Huronia Historical Parks feature two heritage attractions. The Historic Naval and Military Establishments in Penetanguishene is a restored 19th century British military base, and Sainte-Marie among the Hurons near Midland is a rebuilt 17th century Jesuit mission.

Attendance at the Establishments rose 11 per cent this year, and Sainte-Marie recorded a 12 per cent increase.

#### **Metro Toronto Convention Centre Fully Booked**

The Metro Toronto Convention Centre reached 68 per cent occupancy this year. The facility hosted 19 major conventions and 790 special events.

This year's convention line-up included the International Association of Chiefs of Police, the Society of Nuclear Medicine and the International Council of Shopping Centres. Visitors to the Centre generated 361,000 room-nights in area hotels and spent more than \$112 million in the local economy.

#### **Niagara Parks Commission Looks to Future**

The Niagara Parks Commission fosters public enjoyment of Ontario's foremost natural wonder, the Canadian Niagara Falls and area. Parks attendance rose four per cent this year.

To prepare for future generations of travellers, the commission hired a consulting firm to develop a long-range plan. Extensive consultations with tourism associations, municipalities, business and the public highlighted the planning process.

The Niagara River Recreation Trail, a paved 56-km pathway between Lake Erie and Lake Ontario, continued to open in stages and will be completed in 1988.

#### **Old Fort William Marks 15th Anniversary**

Old Fort William in Thunder Bay re-creates the inland headquarters of the North West Company. In September, this sophisticated living historical attraction welcomed its 1.5 millionth visitor since opening 15 years ago.



The government announced plans to build a \$5.7 million visitor services centre at the Fort, including a gift shop, restaurant and other amenities. The new facility will strengthen the tourism resources of Northern Ontario.

**Ontario Lottery Corporation Records Strong Sales**

The Ontario Lottery Corporation, which develops and manages lotteries on behalf of the province to raise funds for public purposes, registered cash sales of \$1.274 billion in 1987-88. This is the second consecutive year the Corporation has broken the \$1 billion sales mark.

Profits this year reached \$471 million—bringing the total over the 13 years of the Corporation's existence to \$2.5 billion.

**Ontario Place Entertains Royalty**

Ontario Place, the world-renowned multicultural, recreational and entertainment complex on the Toronto waterfront, was honoured by two royal visits this year—by Prince and Princess Takamoto of Japan in May and by the Duke and Duchess of York in July.

Attendance in 1987-88 totalled 2.3 million. New this year were the 3-D theatre featuring the film "Ontari-OH!" and the Poolside Club near the Waterfall Showplace on West Island.

**Ottawa Congress Centre Occupancy Up**

The outstanding facilities of the Ottawa Congress Centre continued to win acceptance in the conventions market. Occupancy reached 60 per cent this year, a five point increase from the year before.

The Centre specializes in international events, such as the 10-day congress of the International Union for Quaternary Research, which attracted 800 geologists from around the world this summer. The 466 events this year also included the annual conventions of the Federation of Canadian Municipalities and the Order of the Eastern Star.

**St. Clair Parkway Commission Attracts Boaters**

The St. Clair Parkway Commission operates a variety of recreational facilities along the St. Clair River and Lake St. Clair—including two marinas, a golf course, campgrounds and waterfront parks.

The Commission's Sarnia Bay Marina attracted nearly 3,300 transient boaters this year, 84 per cent from the United States. Plans were made to double the facility to 500 berths, each with a panoramic view of the Sarnia and Port Huron skylines and Sarnia's Chemical Valley.

**St. Lawrence Parks Commission Preserves  
Heritage**

The St. Lawrence Parks Commission preserves the historic and recreational features of the land along the St. Lawrence Seaway. It manages a network of historic sites, parks and other recreational facilities.

A highlight of the 1987 season at Old Fort Henry in Kingston was the joint ceremonial retreat by the U.S. Marine Corps Band and Silent Drill Team and the Fort Henry Guard. Attendance increased for the third consecutive year at Upper Canada Village, a major tourist attraction near Morrisburg.

**Big Thunder Bids for World Nordic Championships**

The Big Thunder National Ski Training Centre, operated by Thunder Bay Ski Jumps Ltd., hosted Canadian and international athletes preparing for the Calgary Winter Olympics. The Centre also hosted the World Cup kick-off event. Superior facilities such as a new 1,000-metre luge track provided world-class training opportunities.

Big Thunder placed second to a Swedish site in the bidding to host the 1993 World Nordic Ski Championships. This close finish places the centre in a strong position to be chosen for the 1995 event.

**Trillium Foundation Introduces Regional Grants in  
the North**

The Trillium Foundation, a volunteer-driven agency operating at arm's length from the government, provides voluntary social service agencies with access to lottery revenues. This year, Trillium funding increased \$2 million to reach \$17 million.

Trillium support is open to province-wide organizations operating through local branches. A parallel pilot regional program introduced this year, provides grants to independent local groups in Northern Ontario. Regional grants went to 15 organizations, including the Handicapped Action Group Incorporated of Thunder Bay and the Red Lake Alcohol and Drug Committee.

MINISTRY OF TOURISM AND RECREATION  
FINANCIAL DATA 1987/88

<b>Ministry Administration Program</b>	Main Office	\$ 2,293,079
	Planning and Administration Services	4,353,400
	Information Services	1,652,762
	Ontario Trillium Foundation	17,000,000
	<b>Total for Ministry Administration</b>	<b>\$ 25,299,241</b>
<b>Tourism Development Program</b>	Program Administration	284,860
	Tourism Industry Development	5,410,769
	Tourism Marketing Development	29,101,368
	<b>Total for Tourism Development</b>	<b>\$ 34,796,997</b>
<b>Parks and Attractions Program</b>	Huronian Historical Parks	2,893,940
	Old Fort William	3,476,139
	Ontario Place Corporation	7,090,700
	St. Lawrence Parks Commission	14,552,931
	St. Clair Parkway Commission	639,894
	Thunder Bay Ski Jumps Ltd.	1,053,000
	Ottawa Congress Centre	399,000
	Toronto Convention Centre	493,000
	<b>Total for Parks and Attractions</b>	<b>\$ 30,598,604</b>
<b>Recreation, Sports and Fitness Program</b>	Program Administration	526,408
	Recreation	3,352,437
	Sports and Fitness	18,953,830
	<b>Total for Recreation, Sports and Fitness</b>	<b>\$ 22,832,675</b>
<b>Tourism and Recreation Operations Division</b>	Tourism and Recreation Operations	66,516,152
	<b>Ministry Total</b>	<b>\$180,043,669</b>



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**Southwest Region****London (T & R)**

255 Dufferin Ave.  
Suite 601  
London, Ontario  
N6A 5K6  
1-800-265-4730  
(519) 679-7156

**Windsor (T & R)**

250 Windsor Avenue  
Windsor, Ontario  
N9A 6V9  
1-800-265-1330  
(519) 256-4919

**Kitchener (T & R)**

30 Duke Street West  
4th Floor  
Kitchener, Ontario  
N2H 3W5  
1-800-265-6361  
(519) 578-3600

**Hanover (R)**

427 10th Street  
2nd Floor  
Hanover, Ontario  
N4N 1P8  
1-800-265-5520  
(519) 364-1626

**Owen Sound (T)**

1131 Secound Ave. East  
Suite 107  
Nor-Towne Plaza  
Owen Sound, Ontario  
N4K 2J1  
(519) 376-3875

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**Central Region****Toronto (T & R)**

700 Bay Street  
8th Floor  
Toronto, Ontario  
M5G 1Z6  
(416) 965-9940 (T)  
965-0283 (R)

**St. Catharines (T & R)**

15 Church Street  
Suite 404  
St. Catharines, Ontario  
L2R 3B5  
1-800-263-2441  
(416) 684-2345 (T)  
688-6472 (R)

**Huntsville (T)**

114 Main Street E.  
Huntsville, Ontario  
P0A 1K0  
Zenith 25930  
(705) 789-4448

**Barrie (T & R)**

34 Simcoe Street  
2nd Floor  
Barrie, Ontario  
L4M 1A1  
1-800-461-4499  
(705) 737-3301

**Hamilton (R)**

119 King Street  
8th Floor  
Hamilton, Ontario  
L8N 3Z9  
Zenith 81610  
(416) 521-7244  
521-7458  
521-7245

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**East Region****Ottawa (T & R)**

10 Rideau Street  
4th Floor  
Ottawa, Ontario  
K1N 9J1  
1-800-267-9340  
(613) 566-3721 (R)  
566-3725 (T)

**Kingston (T & R)**

1055 Princess Street  
Suite 304  
Kingston, Ontario  
K7L 5T3  
1-800-267-0225  
(613) 545-4350

**Peterborough (T & R)**

305 Stewart Street  
Peterborough, Ontario  
K9J 3N2  
1-800-461-7629  
(705) 748-3711

**Brockville (T & R)**

2211 Parkedale Avenue  
Brockville, Ontario  
K6V 6B2  
1-800-267-8138  
(613) 342-5522

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**Northeast Region****Sudbury (T & R)**

199 Larch Street  
4th Floor  
Sudbury, Ontario  
P3E 5P9  
1-800-461-4004  
(705) 675-4346

**North Bay (T & R)**

147 McIntyre St. West  
2nd Floor  
North Bay, Ontario  
P1B 2Y5  
1-800-461-9563 (R)  
(705) 474-4280 (R)  
474-3821 (R)  
1-800-461-1569 (T)  
(705) 472-0702 (T)

**Sault Ste. Marie (R)**

390 Bay Street  
3rd Floor  
Sault Ste. Marie, Ontario  
P6A 1X2  
1-800-461-2409  
(705) 942-3751

**Sault Ste. Marie (T)**

120 Huron Street  
Sault Ste. Marie, Ontario  
P6A 1P8  
Zenith 59130  
(705) 253-1103

**Timmins (T & R)**

22 Wilcox Street  
2nd Floor  
Timmins, Ontario  
P4N 3K6  
Zenith 8-1610  
(705) 267-7117

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**Northwest Region****Thunder Bay (T & R)**

435 James Street South  
Thunder Bay, Ontario  
P7C 5G6  
1-800-465-5018  
(807) 475-1325

**Kenora (T & R)**

808 Robertson Street  
Kenora, Ontario  
P9N 3X9  
1-800-465-1108  
(807) 468-6481

**Fort Frances (T & R)**

616 Mowat Avenue  
Fort Frances, Ontario  
P9A 1Z3  
(807) 274-3259

**Dryden (T & R)**

479 Government Road  
P.O. Box 3000  
Dryden, Ontario  
P8N 3B3  
(807) 223-2271

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## AGENCIES, BOARDS AND COMMISSIONS/MEMBERSHIP

### *As at end of fiscal year*

#### **Huronia Historical**

##### **Advisory Council**

###### *Chairman*

Rev. James J. Farrell, Midland

###### *Members*

John Barrett-Hamilton, Midland  
Rev. Patrick Boyle, Toronto  
Anne Mary Faragher, Midland  
Frances Ellen Ferguson, Midland  
Sharon B.A. Leyshon, Stayner  
Raymond Mickevicius, Stayner  
France Diane Picard,  
Penetanguishene  
Prof. Edward G. Pleva, London

#### **Metro Toronto**

##### **Convention Centre**

###### *Chairman*

Thomas Davidson, Toronto

###### *President/CEO*

John O. Maxwell, Toronto

###### *Members*

Samuel Bresler, Mississauga  
William Duron, Toronto  
Mildred Margaret Istona,  
Toronto  
Roger A. Lindsay, Toronto  
Marci Lipman, Toronto  
Charles Johnston Magwood,  
Toronto  
Bohdan (Bob) Onyschuk,  
Toronto  
Ward C. Pitfield, Toronto  
Stephen M. Pustil, Toronto  
Elizabeth Tory, Toronto

#### **Niagara Parks Commission**

##### *Hon. Chairman*

James Allan, Dunnville

##### *Chairman*

Pamela Walker, Niagara Falls

##### *Vice Chairman*

Archie Katzman, St. Catharines

##### *Commissioners*

Robert Basil Edgar, Q. C.,  
St. Catharines  
Mary Margaret George, Fort Erie  
John Holer, Niagara Falls  
Heinz K. Hummel, Fort Erie  
Douglas A. Mann, Niagara Falls  
Jim Marino, Niagara-on-the-Lake  
Carolyn Mary Reid, Thorold  
William S. Smeaton,  
Niagara Falls  
Philip Joseph Sottile,  
Niagara Falls  
Dr. Patricia K. Teal, Fort Erie  
William West, Q. C., Hamilton

#### **Old Fort William**

##### **Advisory Committee**

###### *Chairman*

Ruth Armstrong, Thunder Bay

###### *Vice Chairman*

Diane Marie Petryna,  
Thunder Bay

###### *Members*

Dr. Gordon Duncan McLeod,  
Thunder Bay  
Emmons F. Lindmeir, Eagle River  
Richard Lyon, Thunder Bay  
Jeanne Bertrand McLean,  
Thunder Bay  
Brian O'Brian, Thunder Bay  
Elaine J. Olson, Thunder Bay  
Ingrid Paterson, Thunder Bay  
Gary Tocheri, Thunder Bay

#### **Ontario Lottery Corporation**

##### *Chairman*

Walter Stothers, Thornhill

##### *Vice Chairman*

Sandra McKinnon Jolley,  
Toronto

##### *Members*

Anne Beatrice Bender,  
Mississauga  
Patrick W. E. Hodgson, London  
Chan Yeung Kang, Toronto  
James David Meekison, Toronto  
David Polowin, Ottawa  
Sandra Elizabeth Severn,  
Toronto

#### **Ontario Place Corporation**

##### *Chairman*

Patricia Ruth Starr, Willowdale

##### *Vice Chairman*

Robert G. C. Copeland,  
Terra Cotta

##### *Ex Officio*

Jim Keenan (DM), Toronto

##### *Members*

Christos Antoniou, Aurora  
Melanio Catre, Scarborough  
Joseph Chiappetta, Downsview  
Dennis Freeman, Toronto  
Fereydoun Kasravi, Don Mills  
Julio Osvaldo Navarro, Sudbury  
Christina M. Schmalz, Walkerton

#### **Ontario Trillium Foundation**

##### *Chairman*

John Craig Eaton, Toronto

##### *Vice Chairman*

J. Trevor Eyton, Toronto

#### *Directors*

Edgar Allan Arlett, Toronto  
Lawrence Grant Burton, Toronto  
Patrick E. Cooney, Toronto  
William A. Dimma, Toronto  
John W. Erickson, Thunder Bay  
W. Alastair Gamble, Ottawa  
Jacqueline Fortier Guertin,  
Kapusking  
F. Simpson Hollingsworth,  
Sault Ste. Marie  
Beryl M. Ivy, London  
Inta Kierans, Toronto  
John C. Lamacraft, Toronto  
David A. Lewis, Toronto  
Christine M. McClelland,  
St. Catharines  
Ron R. I. Moro, Windsor  
Lawrence C. M. Murray, Toronto  
Jacqueline Neatby, Ottawa  
Lloyd W. Perry, Toronto  
Donald Grant Pierce, Don Mills  
Barbara Polhill, Minnitaki  
Rudy Putns, Ancaster  
Jean Teron, Toronto  
Heather M. Thomson, Toronto  
Judith Van Boxel, Sudbury

#### **Ottawa Congress Centre**

##### *Chairman*

Gordon Henderson, Ottawa  
Andy Haydon, Ottawa

##### *Members*

A. L. Brooks, Ottawa  
Charleen Corbet, Ottawa  
Ruth Frieman, Ottawa  
Keith Halpenny, Ottawa  
Billy Joe, Ottawa  
Max Keeping, Ottawa  
Polly King, Ottawa  
Clay Kingsbury, Nepean  
Italo Tiezzi, Ottawa  
John Toth, Ottawa

#### **St. Clair Parkway**

##### **Commission**

###### *Chairman*

John David George, Corruna

###### *Vice Chairman*

Margaret M. Stacey, Corunna

#### *Commissioners*

Al Brogden, Sarnia  
Lyle Clark, Highgate  
William DeMars, Port Lambton  
Joseph Edwin Johnston,  
Port Lambton  
Stella M. Milway, Sarnia  
Jack McPherson, Arkona  
Larry O'Rourke, Corunna  
Yashio Shimizu, Wallaceburg  
Mike Stark, Sarnia

#### **St. Lawrence Parks**

##### **Commission**

###### *Chairman*

George Speal, Kingston

###### *Vice Chairman*

Carlton F. (Mike) McInnis,  
Morrisburg

##### *Commissioners*

George Assaly, Cornwall  
W.D. Dillabough, Morrisburg  
Robert James Good, Kingston  
Valerie Gruno, Kemptville  
Grant Haskin, Mallorytown  
Terrence Desmond Hicks,  
Kingston  
Anne-Marie Levesque,  
St. Andrews West  
Della Patricia McKay, Brockville  
Alice Kathleen McKeown,  
Amherstview  
Rene William Struthers,  
Summerstown

#### **Thunder Bay Ski Jumps Limited**

##### *President*

Roger Patola, Thunder Bay

##### *Treasurer*

Andrew Coffey, Thunder Bay

##### *Members*

Henry Akervall, Thunder Bay  
A. Bradshaw, Thunder Bay  
Douglas Clarke, Thunder Bay  
Arlene Corness, Thunder Bay  
Frank Gartrell, Thunder Bay  
Dr. George Gwodzecky,  
Thunder Bay  
Clifford Hudson, Thunder Bay  
Gordie Humeniuk, Thunder Bay  
Ernie Marchiori, Thunder Bay  
Jack Miskelly, Thunder Bay  
Dr. J. L. Remus, Thunder Bay  
George Patrick Smith,  
Thunder Bay  
Stewart Wallace, Thunder Bay

<b>Conseil consultatif des parcs historiques de la Huronie</b>	<i>Président</i> Rev. James J. Farrell, Midland	<i>Membres</i> John Barrett-Hamilton, Midland Rev. Patrick Boyle, Toronto Anne Mary Faragher, Midland Frances Ellen Ferguson, Midland Sharon B. A. Leyshon, Stayner Raymond Micevichus, Stayner Francine Diane Picard, Peneanguishene Prof. Edward G. Pleva, London	<b>Palais des congrès du Toronto métropolitain</b>	<i>Président (conseil)</i> Thomas Davidson, Toronto	<i>Président-directeur général</i> John O. Maxwell, Toronto	<i>Membres</i> Samuel Bresler, Mississauga William Duron, Toronto Mildred Margaret Istona, Toronto Roger A. Lindsay, Toronto Marc Lipman, Toronto Charles Johnston Magwood, Toronto Bohdan (Bob) Onyschuk, Toronto Ward C. Pitfield, Toronto Stephen M. Pusill, Toronto Elizabeth Tory, Toronto	<b>Commission des parcs du Niagara</b>	<i>Président bonor.</i> James Allan, Dunnville	<i>Président</i> Pamela Walker, Niagara Falls	<i>Vice-président</i> Archie Katzman, St. Catharines	<i>Commissionaires</i> Robert Basil Edgar, Q. C., St. Catharines Mary Margaret George, Fort Erie John Holter, Niagara Falls Heinz K. Hummel, Fort Erie Douglas A. Mann, Niagara Falls Jim Martino, Niagara-on-the-Lake Carolyn Mary Reid, Thorold William S. Smeaton, Niagara Falls Philip Joseph Soutle, Niagara Falls Dr. Patricia K. Teal, Fort Erie William West, Q. C., Hamilton	<b>Conseil consultatif, Old Fort William</b>	<i>Président</i> Ruth Armstrong, Thunder Bay	<i>Vice-président</i> Diane Marie Petryna, Thunder Bay	<i>Membres</i> Dr. Gordon Duncan McLeod, Thunder Bay Emmons F. Lindmeier, Eagle River Richard Lyon, Thunder Bay Jeanne Bertrand McLean, Thunder Bay Brian O'Brian, Thunder Bay Elaine J. Olson, Thunder Bay Ingrid Paterson, Thunder Bay Gary Tocheri, Thunder Bay	<b>Société des loteries de l'Ontario</b>	<i>Président (conseil)</i> Walter Stothers, Thornhill	<i>Vice-président</i> Sandra McKinnon Jolley, Toronto	<i>Membres</i> Anne Beatrice Bender, Mississauga Patrick W. E. Hodgson, London Chan Yeung Kang, Toronto James David Meekison, Toronto David Polowin, Ottawa Sandra Elizabeth Severn, Toronto	<b>Société d'exploitation de la Place de l'Ontario</b>	<i>Président</i> Patricia Ruth Starr, Willowdale	<i>Vice-président</i> Robert G. C. Copeland, Terra Cotta	<i>Membre d'office</i> Jim Keenan (sous-ministre), Toronto	<i>Membres</i> Christos Antoniou, Aurora Melanio Caire, Scarborough Joseph Chiappetta, Downsview Dennis Freeman, Toronto Fereydon Kasravi, Don Mills Julio Osvaldo Navarro, Sudbury Christina M. Schmalz, Walkerton	<b>Fondation Trillium</b>	<i>Président</i> John Craig Eaton
<b>Commission des parcs du Saint-Laurent</b>	<i>Président</i> George Speal, Kingston	<i>Vice-président</i> Carlton F. (Mike) McInnis, Morrisburg	<i>Commissionaires</i> George Assaly, Cornwall W.D. Dillabough, Morrisburg Robert James Good, Kingston Valerie Gruno, Kempsville Grant Haskin, Mallorytown Terrence Desmond Hicks, Kingston Anne-Marie Levesque, St. Andrews West Della Patricia McKay, Brockville Alice Kathleen McKeown, Amherstview Rene William Struthers, Summertown	<b>Tremplins de ski de Thunder Bay Limitée</b>	<i>Président</i> Roger Patola, Thunder Bay	<i>Trésorier</i> Andrew Coffey, Thunder Bay	<i>Membres</i> Henry Akervall, Thunder Bay A. Bradshaw, Thunder Bay Douglas Clarke, Thunder Bay Arlene Corness, Thunder Bay Frank Gartrell, Thunder Bay Dr. George Gwodzdecky, Thunder Bay Clifford Hudson, Thunder Bay Gordie Humenuk, Thunder Bay Jack Miskelly, Thunder Bay Dr. J. L. Remus, Thunder Bay George Patrick Smith, Thunder Bay Stewart Wallace, Thunder Bay	<b>Commission de la promenade St. Clair</b>	<i>Président</i> John David George, Coruna	<i>Vice-président</i> Margaret M. Stacey, Coruna	<i>Membres</i> A. L. Brooks, Ottawa Charles Corbet, Ottawa Keith Halpenny, Ottawa Ruth Friedman, Ottawa Billy Joe, Ottawa Max Kceping, Ottawa Polly King, Ottawa Clay Kingsbury, Nepean Italo Tiezzi, Ottawa John Toth, Ottawa	<b>Centre des congrès d'Ottawa</b>	<i>Président</i> Gordon Henderson, Ottawa Andy Haydon, Ottawa	<i>Membres</i> A. L. Brooks, Ottawa Charles Corbet, Ottawa Keith Halpenny, Ottawa Ruth Friedman, Ottawa Billy Joe, Ottawa Max Kceping, Ottawa Polly King, Ottawa Clay Kingsbury, Nepean Italo Tiezzi, Ottawa John Toth, Ottawa	<b>Commission de la promenade St. Clair</b>	<i>Président</i> John David George, Coruna	<i>Vice-président</i> Margaret M. Stacey, Coruna	<i>Membres</i> A. L. Brooks, Ottawa Charles Corbet, Ottawa Keith Halpenny, Ottawa Ruth Friedman, Ottawa Billy Joe, Ottawa Max Kceping, Ottawa Polly King, Ottawa Clay Kingsbury, Nepean Italo Tiezzi, Ottawa John Toth, Ottawa								



<b>Région du Sud-Ouest</b>		<b>Région du Centre</b>	
<b>London (T &amp; L)</b>	255, avenue Dufferin Bureau 601 London (Ontario) 1-800-265-4730 (519) 679-7156	<b>Toronto (T &amp; L)</b>	700, rue Bay 8 <sup>e</sup> étage Toronto (Ontario) M5G 1Z6 (416) 965-9940 (T) 965-0283 (L)
<b>Windsor (T &amp; L)</b>	250, avenue Windsor Windsor (Ontario) N9A 6V9 1-800-265-1330 (519) 256-4919	<b>Owen Sound (T)</b>	1131, 2 <sup>e</sup> avenue est Bureau 107 Plaza Nor-Towne Owen Sound (Ontario) N4K 2J1 (519) 376-3875
<b>Kitchener (T &amp; L)</b>	30, rue Duke ouest 4 <sup>e</sup> étage Kitchener (Ontario) N4N 1P8 1-800-265-5520 (519) 364-1626	<b>Peterborough (T &amp; L)</b>	305, rue Stewart Peterborough (Ontario) K9J 3N2 1-800-461-7629 (705) 748-3711
<b>Hamilton (L)</b>	119, rue King 8 <sup>e</sup> étage Hamilton (Ontario) L8N 3Z9 Zénith 81610 (416) 521-7244 521-7458 521-745	<b>Brockville (T &amp; L)</b>	2211, avenue Parkdale Brockville (Ontario) K6V 6B2 1-800-267-8138 (613) 342-5522
<b>Ottawa (T &amp; L)</b>	10, rue Rideau 4 <sup>e</sup> étage Ottawa (Ontario) K1N 9J1 1-800-267-9340 (613) 566-3721 (L) 566-3725 (T)	<b>Kingston (T &amp; L)</b>	1055, rue Princess Bureau 304 Kingston (Ontario) K7L 5T3 1-800-267-0225 (613) 545-4350
<b>Région de l'Est</b>		<b>Peterborough (T &amp; L)</b>	
<b>Sault Ste. Marie (L)</b>	390, rue Bay 3 <sup>e</sup> étage Sault Ste. Marie (Ontario) P6A 1X2 1-800-461-2409 (705) 942-3751	<b>Thunder Bay (T &amp; L)</b>	435, rue James sud Thunder Bay (Ontario) P7C 5G6 1-800-465-5018 (807) 475-1325
<b>Sault Ste. Marie (T)</b>	120, rue Huron Sault Ste. Marie (Ontario) P6A 1P8 Zénith 59130 (705) 253-1103	<b>Région du Nord-Ouest</b>	
<b>Sault Ste. Marie (L)</b>	474-3821 (L) 1-800-461-1569 (T) (705) 472-0702 (T)	<b>Timmins (T &amp; L)</b>	22, rue Wilcox 2 <sup>e</sup> étage Timmins (Ontario) P4N 3K6 Zénith 8-1610 (705) 267-7117
<b>Sault Ste. Marie (T)</b>	120, rue Huron Sault Ste. Marie (Ontario) P6A 1P8 Zénith 59130 (705) 253-1103	<b>Kenora (T &amp; L)</b>	808, rue Robertson Kenora (Ontario) P9N 3X9 1-800-465-1108 (807) 468-6481
<b>Fort Frances (T &amp; L)</b>	616, avenue Mowat Fort Frances (Ontario) P9A 1Z3 (807) 274-3259	<b>Dryden (T &amp; L)</b>	479, rue Government C.P. 3000 Dryden (Ontario) P8N 3B3 (807) 223-2271
<b>North Bay (T &amp; L)</b>	147, rue McIntyre ouest 2 <sup>e</sup> étage North Bay (Ontario) P1B 2Y5 1-800-461-9563 (L) (705) 474-4280 (L) 474-3821 (L) 1-800-461-1569 (T) (705) 472-0702 (T)	<b>Sudbury (T &amp; L)</b>	199, rue Larch 4 <sup>e</sup> étage Sudbury (Ontario) P3E 5P9 1-800-461-4004 (705) 675-4346
<b>Barrie (T &amp; L)</b>	34, rue Simcoe 2 <sup>e</sup> étage Barrie (Ontario) L4M 1A1 1-800-461-4499 (705) 737-3301	<b>Région du Nord-Est</b>	
<b>Barrie (T &amp; L)</b>	34, rue Simcoe 2 <sup>e</sup> étage Barrie (Ontario) L4M 1A1 1-800-461-4499 (705) 737-3301	<b>Huntsville (T)</b>	114, rue Main est Huntsville (Ontario) POA 1K0 Zénith 25930 (705) 789-4448

<b>Administration du ministère</b>		Administration centrale	2 293 079 \$
		Services de planification et d'administration	4 353 400
		Services d'information	1 652 762
		Fondation Trillium de l'Ontario	17 000 000
<b>Total - Administration du ministère</b>			<b>25 299 241 \$</b>
<b>Développement du tourisme</b>		Administration du programme	284 860 \$
		Développement de l'industrie touristique	5 410 769
		Commercialisation touristique	29 101 368
<b>Total - Développement du tourisme</b>			<b>34 796 997 \$</b>
<b>Parcs et attractions</b>		Parcs historiques de la Huronie	2 893 940 \$
		Vieux Fort William	3 476 139
		Société d'exploitation de la Place de l'Ontario	7 090 700
		Commission des parcs du Saint-Laurent	14 552 931
		Commission de la promenade St. Clair	639 894
		Tremplins de ski de Thunder Bay Ltée	1 053 000
		Centre des congrès d'Ottawa	399 000
		Palais des congrès du Toronto métropolitain	493 000
<b>Total - Parcs et attractions</b>			<b>30 598 604 \$</b>
<b>Loisirs, sports et conditionnement physique</b>		Administration du programme	526 408 \$
		Loisirs	3 352 437
		Sports et conditionnement physique	18 953 830
<b>Total - Loisirs, sports et conditionnement physique</b>			<b>22 832 675 \$</b>
<b>Division des opérations, tourisme et loisirs</b>		Opérations, tourisme et loisirs	66 516 152 \$
<b>Total - Ministère</b>			<b>180 043 669 \$</b>

La Fondation Trillium instaure des subventions

régionales dans le nord

La Fondation Trillium, organisme géré

par des bénévoles et fonctionnant sans obédience envers le gouvernement,

donne aux services sociaux bénévoles l'accès aux revenus de la loterie. Cette

année, Trillium a ajouté 2 millions de dollars à ses subventions, les portant à 17

millions.

L'aide financière de Trillium est accessi-

ble aux organismes à rayonnement provincial qui offrent leurs services par

l'entremise de succursales locales. Un programme pilote parallèle instaure cette

année fournit des subventions à des groupes locaux indépendants dans le Nord

de l'Ontario. Des subventions régionales ont été accordées à quinze organismes,

dont le Handicapped Action Group Incorporated, de Thunder Bay, et le Comité

de lutte contre l'alcool et la drogue, de Red Lake.



La Commission de la promenade St. Clair attire les plaisanciers  
La Commission de la promenade St. Clair exploite diverses installations récréatives le long de la rivière et du lac St. Clair, dont deux marinas, un terrain de golf, des terrains de camping et des parcs riviérains.

Le port de plaisance de la baie de Sarnia a attiré presque 3 300 bateaux de passage cette année, 84 pour 100 d'entre eux en provenance des États-Unis. Des projets ont été lancés pour doubler sa capacité d'accueil avec 500 postes d'amarrage, chacun offrant une vue panoramique de Sarnia, Port Huron et la "Chemical Valley" de Sarnia.

La Commission des parcs du Saint-Laurent protège le patrimoine

La Commission des parcs du Saint-Laurent s'efforce de préserver la caractéristique historique et récréatif des terres bordant la voie maritime du Saint-Laurent. Elle administre un réseau de sites historiques, de parcs et d'aménagements récréatifs.

Un des événements importants de la saison 1987 au Fort Henry à Kingston a été l'exécution conjointe du cérémonial de la retraite par l'U.S. Marine Corps, le Silent Drill Team et la garde du Fort Henry. Le nombre de visiteurs a augmenté pour la troisième année de suite au Village du Haut-Canada, importante attraction touristique située près de Morrisburg.

Big Thunder pose sa candidature pour les championnats de ski nordique

Le Centre national d'entraînement de ski Big Thunder, exploité par Tremplins de ski de Thunder Bay Ski Ltée, a accueilli des athlètes canadiens et d'autres pays qui se préparaient aux Jeux olympiques de Calgary. La station a également accueilli l'ouverture de la coupe mondiale. Des installations de choix, telles que la nouvelle piste de luge de 1 000 mètres, ont offert des possibilités d'entraînement de classe internationale.

Big Thunder a été classé second, après un site en Suède, dans le concours pour l'accueil des championnats mondiaux de ski nordique en 1993. Big Thunder est donc dans une position avantageuse pour d'être choisi pour les championnats de 1995.

**Le Vieux Fort William a quinze ans**  
 Le Vieux Fort William, situé à Thunder Bay, reconstitue les quartiers généraux du territoire intérieur de la Compagnie du Nord-Ouest. En septembre, le site, où l'on recrée méticuleusement le mode de vie d'autan, a accueilli son un million cinq cent millième visiteur en quinze ans d'existence.

Le gouvernement a annoncé qu'il affecterait 5,7 millions de dollars à la construction d'un centre de services aux visiteurs du fort, pour y ménager une boutique, un restaurant et d'autres commodités. La nouvelle installation constituera un ajout précieux aux ressources touristiques du Nord de l'Ontario.

# **Chiffre de ventes élevé pour la Société des loteries de l'Ontario**

La Société des loteries de l'Ontario, qui met au point et administre les loteries pour le compte du Trésor public dans le but d'amasser des fonds à des fins publiques, a enregistré des ventes brutes de 1 274 millions de dollars en 1987-1988. C'est la deuxième année de suite que le chiffre de ventes dépasse le milliard de dollars.

Cette année, les profits ont atteint 471 millions de dollars, les profits cumulatifs réalisés au cours des treize années d'existence de la Société sont de 2,5 milliards.

**La Place de l'Ontario reçoit leurs Altesses Royales**  
 La société d'exploitation de la Place de l'Ontario, complexe récréatif multiculturel situé au bord du lac à Toronto, a eu l'honneur de recevoir deux visites royales cette année : celle du prince et de la princesse Takamoto du Japon, au mois de mai, et celle du duc de la duchesse de York, en juillet.

Le total des entrées en 1987-1988 s'est élevé à 2,3 millions. Deux attractions y ont été ajoutées cette année : un cinéma pour la représentation tridimensionnelle du film "Ontari-OH!" et le Poolside Club, près de la scène Waterfall Showplace, sur l'île occidentale.

# **Taux d'occupation du Centre des congrès d'Ottawa à la hausse**

Les remarquables installations du Centre des congrès d'Ottawa ont continué de gagner en popularité sur le marché des congrès. Le taux d'occupation a atteint 60 pour 100 cette année, soit cinq pour cent plus que l'année antérieure.

Le Centre se spécialise dans les réunions internationales, telles que le congrès de dix jours de l'Union internationale pour la recherche sur le quaternaire, qui a attiré 800 géologues du monde entier cet été. Parmi les 466 congrès tenus durant l'année écoulée, le congrès annuel de la Fédération des municipalités canadiennes et celui de l'Order of Eastern Star sont également à mentionner.

## ORGANISMES ET ATTRACTIONS

Les onze attractions et organismes d'exploitation relevant du ministère constituent des ressources touristiques et récréatives fort intéressantes et leur contribution à la qualité de la vie en Ontario est considérable.

Fréquentation des parcs historiques de la Huronie à la hausse

Les Parcs historiques de la Huronie comprennent deux attractions patrimoniales. Les Établissements historiques navals et militaires de Penetanguishene sont une base militaire restaurée, fondée par les Britanniques au XIX<sup>e</sup> siècle; Sainte-Marie-au-pays-des-Hurons, près de Midland, est une reconstitution de la mission fondée par les Jésuites au XVII<sup>e</sup> siècle.

Cette année, le nombre de visiteurs aux Établissements navals a augmenté de 12 pour 100; à Sainte-Marie-au-pays-des-Hurons, il a augmenté de 12 pour 100.

Le palais des congrès du Toronto métropolitain est entièrement loué

Le Palais des congrès du Toronto métropolitain a atteint un taux d'occupation de 68 pour 100 cette année. Dix-neuf importants congrès, ainsi que 790 autres événements spéciaux, y ont eu lieu.

Cette année, le Palais a accueilli, entre autres, le congrès de l'Association internationale des chefs de police, celui de la Société de médecine nucléaire ainsi que le congrès du Conseil international des centres commerciaux. Les congressistes ont réservé 361 000 nuitées aux hôtels avoisinants et ont injecté plus de 112 millions de dollars dans l'économie locale.

La commission des parcs du Niagara se tourne vers l'avenir

La Commission des parcs du Niagara veille à ce que le public puisse jouir de la plus remarquable des merveilles naturelles en Ontario, les chutes canadiennes du Niagara et leurs environs. La fréquentation des parcs a augmenté de 4 pour 100 cette année.

Pour se préparer à accueillir les futures générations de touristes, la commission a chargé une société-conseil d'établir un projet à long terme. Cette planification a donné lieu à des consultations approfondies avec les associations touristiques, les municipalités, l'entreprise privée et le public.

Le sentier récréatif de la rivière Niagara, qui relie le lac Érié au lac Ontario sur 56 km de piste bitumée, est en cours d'aménagement et sera complété en 1988.



Des mesures concrètes visant ce but ont été reflétées dans l'élaboration de la nouvelle Stratégie d'équité en matière d'emploi. Accompagnée d'un plan de mise à exécution de trois ans, la stratégie définit les objectifs et les activités proposées par le ministère en faveur de l'équité en matière d'emploi.

La mise en place de la stratégie est prévue pour l'exercice 1988-1989 et commencera par la sensibilisation de tout le personnel au nouveau programme.

#### Création de nouvelles directions

En 1987-1988, le ministère a renforcé ses moyens administratifs internes en créant deux nouvelles directions.

La Direction des services de technologie de l'information aide les autres composantes du ministère à définir leurs besoins de l'information et à obtenir le matériel informatique pour y répondre. Cette année, une société-conseil a été chargée de dresser un plan stratégique concernant la technologie de l'information dans tout le ministère.

La nouvelle Direction des finances et de l'administration a élaboré des plans pour doter le ministère de ses propres services financiers et administratifs, au lieu de les partager avec d'autres ministères. En outre, elle a commencé à superviser les rapports entre le ministère et ses organismes d'exploitation.

La direction a mis en oeuvre le Programme d'accès à l'information et a fourni au personnel et aux cadres supérieurs une formation complète relative aux règles régissant l'accès à l'information.

## DIVISION DE LA PLANIFICATION ET DE

### L'ADMINISTRATION

Le ministère consolide son organisation interne  
La Division de la planification et de l'ad-  
ministration assure des services de soutien généraux au ministère. Elle fournit  
des services consultatifs en matière de gestion relative à la politique et aux  
procédures ministérielles.

La Direction des ressources humaines  
Au cours de sa deuxième année d'exis-  
tence, la Direction des ressources humaines a entrepris plusieurs nouveaux

Elle a coordonné des séances d'orienta-  
tion pour les nouveaux employés, en attendant de créer un programme  
permanant à cet effet; de même, elle a conçu et distribué des cahiers d'orienta-  
tion à l'intention des employés.

Par ailleurs, la direction a mis en oeuvre  
une politique anti-tabac dans les lieux de travail pour le compte du ministère et a  
entamé l'élaboration d'un projet de perfectionnement des cadres ainsi que d'un  
mode de planification opérationnelle qui traduira en buts à court terme la  
stratégie du MTL relative aux ressources humaines.

Direction des services de vérification  
La Direction des services de vérification  
est responsable de la vérification des comptes du ministère et des organismes  
d'exploitation qui relèvent de lui.

Des vérifications internes sont menées  
dans le cadre d'un programme échelonné sur plusieurs années, qui comprend  
des calendriers ainsi que des projets et programmes particuliers relatifs à la  
vérification. Ce programme est révisé et mis à jour annuellement. Douze projets  
de vérification ont été effectués au cours de l'année, couvrant toutes les  
divisions du ministère ainsi qu'un de ses organismes d'exploitation.

Une stratégie d'équité en matière d'emploi  
L'équité en matière d'emploi a fait l'objet  
d'un progrès significatif cette année, avec la mise en place du nouveau Bureau de  
l'équité en matière d'emploi.

En juillet 1987, un nouveau programme a  
été introduit au sein de la fonction publique de l'Ontario, afin d'assurer que  
l'effectif du gouvernement reflète de manière équitable les femmes, les person-  
nes appartenant à des minorités raciales, les personnes aux prises avec des  
difficultés physiques, les autochtones et les francophones qui font partie de la  
population active de l'Ontario.

## DIRECTION DES COMMUNICATIONS

La Direction des communications a connu une forte croissance au cours de l'exercice et a répondu à une demande considérablement accrue pour ses services.

Parmi ses principales réalisations, il convient de signaler la planification des communications à l'échelle du ministère.

La section des relations avec les médias a réussi à gérer une hausse de 420 pour 100 de sa charge de travail, en préparant quelque 1 800 communiqués, documents d'information et conférences de presse. L'équipe rédactionnelle a presque doublé sa production, réalisant 275 discours, déclarations, allocutions, notes d'information et autres tâches au cours de l'exercice.

Les équipes de rédaction et de production se sont unies pour réaliser les premiers documents traitant du ministère. Le premier brossé un portrait du ministère tandis que le deuxième esquisse ses programmes; tous deux sont publiés et déjà distribués. Le troisième décrit les services offerts par le ministère et sera bientôt achevé.

La section de production est la seule de toute la fonction publique à avoir réalisé un rapport annuel pour 1986-1987 qui ait remporté le prix Forum.

### Les services en français

La direction a poursuivi la mise en œuvre du plan ministériel relatif aux services en français. Tous les services de communication du ministère sont bilingues. Le Bureau du coordonnateur des services en français a continué d'aider les différentes divisions et les divers organismes du ministère à développer leurs services internes et externes de communication en français.



## DIRECTION DE LA PLANIFICATION

### STRATÉGIQUE

#### Réforme de la planification stratégique

La Direction de la planification stratégique a pris diverses mesures pour améliorer la procédure de planification stratégique ministérielle. Des experts-conseils ont examiné la marche existante et ont aidé la direction à élaborer un meilleur système de planification. Ils ont organisé des ateliers et ont interrogé quarante-deux directeurs et chefs de service du MTL.

Le rapport a été achevé en mars 1988 et remis à la haute direction. La nouvelle méthode de planification stratégique permet au ministère d'établir ses priorités avec plus d'efficacité, en tenant compte de ses ressources limitées et de l'évolution rapide du contexte socio-économique.

La direction a continué de représenter le MTL dans les pourparlers interministériels au sujet de dossiers tels que la réforme fiscale fédérale, les projets démographiques et l'utilisation du sol et de l'eau. Elle définit également la position du ministère face à l'évaluation environnementale dans le contexte de certains projets tels que les aménagements hydro-électriques, la gestion des déchets, la construction routière et la gestion des forêts. Elle participe également à l'examen des amendements proposés au Plan de l'escarpement du Niagara.

**Subvention ministérielle des loisirs communautaires**  
 Cette année, l'aide accordée aux immobilisations et aux programmes de loisirs communautaires comprenait 15 millions de dollars destinés à de nouvelles installations, telles que le complexe récréatif que doit bâtir le YMCA de Fort Erie, et 6 millions pour des projets de conservation des immobilisations tels que la rénovation de la piscine Queen Elizabeth à Sault Ste-Marie.

La subvention de programmes porte notamment sur la planification des loisirs communautaires, comme l'aide accordée à la ville de Stratford pour son plan-cadre des loisirs communautaires; de même, il peut s'agir d'une subvention de développement Winario, telle que l'aide fournie au YMCA familial de Windsor-Essex pour l'achat de matériel d'entraînement en vue d'accroître les programmes destinés aux femmes, aux aînés et aux jeunes.

**Incitation au perfectionnement professionnel**  
 Le perfectionnement des ressources humaines dans le secteur des loisirs a constitué l'objectif principal dans toutes les régions.

Dans la région centrale de l'Ontario, les conseillers du MTL ont tenu des ateliers sur "L'Atout Service" pour le personnel de première intervention dans les services de loisirs sans but lucratif ou relevant de petites municipalités. Les sessions à Muskoka et dans la péninsule du Niagara ont mis l'accent sur l'importance du service à la clientèle et les moyens de l'améliorer.

La région du Centre a également offert trois ateliers sur la gestion des risques chez les professionnels oeuvrant dans le domaine des loisirs; la région du Sud-Ouest a parrainé un atelier de formation en gestion à l'intention des superviseurs seniors des services de loisirs; enfin, la région du Nord-Ouest a aidé l'Ontario Sunset Recreation Association à organiser une importante conférence.

**La mesure de l'incidence économique**  
 Cette année, le bureau régional du Sud-Ouest du ministère a mené une enquête auprès des exploitants touristiques afin de déterminer les recettes touristiques directes de Windsor, London, Sarnia et de neuf autres localités. Les rapports publiés sur chacune des collectivités ont mis en relief les avantages économiques du tourisme et ont servi à convaincre la plupart des conseils locaux d'appuyer davantage cette industrie.

**NOR-DEV encourage les fêtes populaires**

Les services opérationnels du MTL admnistrent le volet touristique du Programme de développement économique régional du Nord de l'Ontario (NOR-DEV), financé par le ministère du Développement du Nord. Cette année, le programme comprenait aussi la promotion des fêtes populaires et des attractions, comme celle du centenaire de Parry Sound, tout en continuant de subventionner des campagnes de commercialisation et des études de faisabilité et de planification. Les subventions accordées au cours de l'exercice s'élèvent à 1,9 million de dollars.

**Mise en valeur du tourisme sur les routes du Nord**

Le Programme d'amélioration des centres de renseignements touristiques du Nord de l'Ontario (NOTICE) fournit des subventions aux municipalités et à des groupes à but non lucratif afin d'améliorer les centres d'information touristique ou d'en construire. NOTICE est un excellent exemple d'efforts concertés au sein du gouvernement. Sur une période de cinq ans, quatre ministères, dont le MTL, investiront 15 millions de dollars pour améliorer les aménagements en bord de route offerts aux touristes.

**Cette année, onze subventions d'immobilisations ont été accordées. La première est allée au centre d'information**

touristique de Fort Vermilion afin d'y ménager l'accès aux personnes handicapées, d'aménager un espace d'amusement pour les enfants et d'améliorer la signalisation. Par ailleurs, NOTICE a permis d'entreprendre la planification de dix nouvelles aires de repos en bord de route et d'engager des fonds pour en améliorer quarante-huit autres existant déjà sur les principales routes du Nord.

**Des intérêts bien défendus**

Le ministère a obtenu la coopération du ministère des Richesses naturelles et du ministère du Trésor et de l'économie pour reconstruire l'écluse Brunel dans la ville de Huntsville. Les travaux seront réalisés par le ministère des Richesses naturelles et financés par celui du Trésor. La réouverture de l'écluse rendra possible la navigation de plaisance et bénéficiera au tourisme local.

**Commercialisation coopérative dans la région de la**

**capitale nationale**

Dans l'Est de l'Ontario, le ministère s'est joint à plusieurs associés des secteurs privé et public pour Destination 88, le premier programme coopératif pour la commercialisation touristique dans la région de la capitale nationale. De plus, le programme Destination Est a contribué au financement de la mise en oeuvre de ce projet de commercialisation.



## DIVISION DES OPÉRATIONS, TOURISME ET

### LOISIRS

Vingt-trois bureaux locaux donnent accès aux services et programmes

Le ministère oeuvre avec ses clients des secteurs du tourisme et des loisirs par l'entremise de vingt-trois bureaux locaux répartis dans les cinq régions de l'Ontario. Des conseillers examinent les demandes d'aide provenant des secteurs du tourisme et des loisirs, et agissent à titre d'expert-conseils auprès des entreprises, des associations professionnelles, des groupes communautaires et des municipalités. Ils sont aussi les défenseurs des secteurs du tourisme et des loisirs auprès des autres ministères au niveau régional.

#### Destinations Est revitalise la croissance

Le programme Destinations Est du ministère aide les exploitants touristiques de l'Est ontarien à se moderniser. L'agrandissement du terrain de camping de Smith's Bay, près d'Eganville, et l'amélioration des services aux plaisanciers offerts par le William Marina Service, près de Lansdowne, sont deux exemples d'aide apportée par le programme.

#### Quarante-cinq prêts estimés à 2,6 mil-

lions de dollars ont servi à garantir un investissement totalisant 5,9 millions pour divers projets d'immobilisations et des marinas commerciales. Le remboursement du principal et de l'intérêt peut être reporté jusqu'à cinq ans. Par ailleurs, Destinations Est a permis de subventionner, à raison de 1,8 million de dollars au total, des festivals et des événements, des études de faisabilité et de planification, et des projets de commercialisation et d'investissement.

#### Destinations Nord diversifie l'assise économique

##### du Nord de l'Ontario

Le programme Destinations Nord diversifie l'assise économique du Nord de l'Ontario en encourageant la création de stations de villégiature et d'attractions touristiques.

#### Cette année les prêts aux immobilisa-

tions—consentis sans exiger le remboursement du principal et des intérêts avant cinq ans—ont servi à aider trente-huit projets, dont la construction de Plumridge's Wilderness Lodge au nord d'Armstrong et l'achat d'un bateau de croisière par Rainbow Island Boat Tours à Little Current. Au total, les 4,6 millions de dollars fournis par le gouvernement ont engendré un investissement touristique de 9,9 millions.

Des initiatives nées d'un symposium à propos des

ainés

Afin de développer de nouvelles appro-

ches, le MTL a parrainé "Initiatives", un symposium pan-provincial sur les loisirs

pour les aînés. Tenue à Ottawa, cette rencontre a introduit de nouveaux

concepts de programmation qui suscitèrent l'intérêt des aînés, dont la généra-

tion actuelle est fort active. Les 310 délégués sont retournés dans leurs

communautés afin d'entreprendre de nouvelles initiatives qui traduisent une

vision nouvelle des loisirs.

Stratégie relative au multiculturalisme

Suivant la stratégie adoptée par la pro-

vince en matière de multiculturalisme, le MTL a commandé cette année une vaste

étude des besoins des groupes ethnoculturels en matière de loisirs. Un son-

dage effectué en cinq langues a permis de mesurer leur participation aux pro-

grammes, à l'animation et à l'administration dans le domaine récréatif.

Évaluation de l'incidence économique des loisirs

Un modèle de mesure de l'incidence éco-

nomique des loisirs municipaux a été divulgué cette année; il comporte une série

de calculs visant à évaluer les ramifications économiques des services de loisirs

offerts au palier municipal. Cet instrument d'analyse s'avérera utile aux gouver-

nements locaux.

**Promotion d'une politique pour les loisirs communautaires**

Le MTL a présenté sa politique à l'égard

des loisirs communautaires à la clientèle intéressée à l'échelle provinciale au début de 1987, suite à l'agrément du Conseil des ministres. Ainsi, des représentants provinciaux, municipaux, communautaires et du secteur privé ont pu assister à des assises régionales en juin pour savoir ce qui en découlerait.

Cette nouvelle politique, le fruit d'amples consultations avec les clients du ministère, fixe trois buts à long terme. Elle fait appel à tous les intervenants du secteur des loisirs, qu'ils soient privés ou publics, pour qu'ils coopèrent et coordonnent leurs activités. Elle souligne la nécessité de tirer le maximum des activités de loisir au profit de la vie socio-économique de la province. Elle préconise aussi la plus vaste gamme de choix possible en matière de loisirs afin de répondre aux besoins de tous.

Conformément à cette politique, le MTL a pris l'initiative de créer un comité de coordination interministériel représentant dix ministères exerçant une influence sur les loisirs.

Revue de l'aide financière destinée aux organismes de loisir

En mars 1988, le ministère a publié un

document d'étude sur l'orientation à donner à ses grandes subventions d'immobilisations et de programmes pour les loisirs communautaires. Son objectif est d'assurer que les subventions correspondent aux trois buts de la politique relative aux loisirs communautaires. Des consultations sont prévues pour le printemps 1988 afin d'examiner ce document avec les municipalités et autres clients.

Sessions d'initiation à la planification de la retraite

Le ministère s'occupe des besoins du nombre croissant d'ainés en Ontario. Il adopte une approche globale selon laquelle les loisirs constituent un moyen de maintenir le bien-être et l'indépendance personnelle. Il importe d'encourager les aînés à planifier suffisamment à l'avance pour conserver leur santé, administrer leurs finances et profiter au maximum de leur temps libre.

En février 1988, le ministère a entrepris une série de conférences régionales, en français et en anglais, pour initier quelque 170 leaders locaux à la façon de réaliser un programme de planification de la retraite. Les participants à ces séances veilleront ensuite à initier leurs communautés respectives au concept de la planification de la retraite.



Un bureau de liaison olympique au sein de ministère était mis en place dès le début de l'exercice 1988-1989. Il coordonnera la participation de plusieurs ministères aux activités du Conseil olympique Toronto-Ontario, qui est en train de préparer la soumission.

**Echange d'athlètes entre l'Ontario et le Chiang-su**

L'échange d'athlètes prévu dans l'entente de jumelage de l'Ontario et de la province chinoise du Chiang-su a commencé au cours de l'exercice écoulé.

Au printemps et à l'été, des équipes ontariennes de badminton et de tennis sur table se sont rendues en Chine, tandis que des nageurs et amateurs de l'athlétisme chinois sont venus en Ontario. Les deux provinces ont accueilli les sports qu'elles maîtrisent parfaitement, et les athlètes invités ont profité d'une occasion précieuse de s'entraîner auprès des meilleurs athlètes du monde et de se mesurer à ceux-ci.

**Le ministère se trouve des associés**

Le ministère s'est associé avec d'autres organismes publics et le secteur privé pour promouvoir la bonne condition physique.

"Apex", programme qui porte sur l'altimentation et l'exercice et qui a été créé avec l'organisme fédéral Participation et l'Ontario Physical and Health Education Association, a été présenté dans les écoles de l'Ontario. Le personnel chargé de la section du conditionnement physique au MTL a oeuvré en consultation avec le ministère de la Santé pour promouvoir la notion du bien-être physique dans le cadre des efforts déployés par le ministère de la Santé pour la prévention de la maladie.

Par ailleurs, le MTL a rallié des sociétés privées — la North American Life Assurance Company et Soupes Campbell — pour parrainer la conférence internationale sur l'exercice, le conditionnement physique et la santé, en mai 1988 à Toronto.

**La participation des personnes aux prises avec des difficultés physiques**

Les obstacles que doivent surmonter les personnes aux prises avec des difficultés physiques pour s'adonner à des activités de loisir s'effacent peu à peu. Cette année, le MTL a organisé sept ateliers régionaux sur la participation des personnes handicapées aux programmes récréatifs réguliers, pour identifier les obstacles à surmonter.

Le ministère a subventionné les Jeux de l'Ontario pour les handicapés physiques tenus par la ville de North York en juillet 1987. La visite du duc et de la duchesse de York a fait valoir l'importance de cette rencontre biennale.

Le prix du meilleur athlète handicapé de l'année est remis par le ministère pour mettre en vedette les exploits des personnes handicapées lors de compétitions sportives. Ron Robillard, athlète en fauteuil roulant, a remporté le prix en 1987.

Un Comité des normes de sécurité pour le conditionnement physique, qui compte parmi ses membres des représentants de l'industrie, a été formé pour esquisser des lignes directrices en matière de sécurité à l'intention des clubs de conditionnement physique, surtout en ce qui concerne l'équipement, l'entretien et les qualifications du personnel. De plus, le ministère a entrepris un projet pilote dans le but de créer une banque de données sur les blessures sportives. Enfin, un cours général de premiers soins aux sportifs blessés a été réalisé à l'intention des groupes communautaires.

#### Une politique à l'égard des femmes dans le domaine des sports

Le ministère a entrepris d'établir une politique provinciale sur la présence des femmes dans le cadre des activités sportives et physiques. Cette politique traitera de questions diverses, dont les possibilités de participation, la compétition et la direction, ainsi que l'apport des ressources voulues.

L'ébauche de cette politique a été débattue avec les associations de sport et de conditionnement physique, les municipalités et d'autres groupes intéressés lors de consultations publiques dans la province entière.

Cette année, le programme FAME (Femmes athlètes misent sur l'excellence) a permis à soixante femmes athlètes, entraîneurs et administratrices de prendre la parole quelque 211 fois, à l'occasion de conférences ou d'autres manifestations publiques.

#### Ressources accrues pour le sport à l'intention des francophones

L'accroissement de la participation des francophones de l'Ontario au sport et au conditionnement physique est l'une des priorités du MTL. Cette année, le comité consultatif créé à cette fin a été remanié pour mieux représenter les régions comptant une forte population francophone.

Le ministère a embauché deux experts-conseils bilingues spécialisés dans le domaine du sport et a préparé l'ouverture du Centre des ressources francophones pour le sport et le conditionnement physique à l'Université d'Ottawa.

#### Toronto prépare sa candidature olympique

Le gouvernement de l'Ontario a promis une participation financière échelonnée sur trois ans pour aider Toronto à préparer sa candidature en vue des Jeux olympiques de 1996. Les Jeux pourraient avoir des retombées économiques estimées à 1,9 milliard de dollars et feraient valoir l'Ontario aux plans récréatif, culturel et touristique.

## DIVISION DES LOISIRS

Le bien-être et le loisir

Dans un monde vivant à un rythme

effréné, les touristes comme les résidents de la province se tournent vers les sports, le conditionnement physique et les activités récréatives pour y trouver détente et satisfaction. Le ministère joue un rôle clé dans ce mouvement pour le bien-être, qui souligne le lien entre mode de vie et bien-être personnel et qui encourage chacun à assumer la responsabilité de son mode de vie.

Le ministère appuie les municipalités, les groupes bénévoles et le secteur privé pour qu'ils puissent offrir un choix d'activités sportives et récréatives, et favoriser le bien-être dans l'ensemble de l'Ontario.

Un programme visant les victoires olympiques et

une plus grande participation

Grâce à son programme "Mieux que

"jamais", le ministère a continué d'aider les athlètes d'élite à se préparer aux Jeux olympiques de 1988, tout en misant sur l'esprit olympique pour accroître la participation aux sports à tous les niveaux.

"Mieux que jamais" a assuré aux athlètes des moyens exceptionnels pour l'entraînement et la compétition, et des subventions pour leur éducation. Cette aide a été fructueuse puisque quarante-trois athlètes de l'Ontario ont été sélectionnés pour les Jeux olympiques d'hiver à Calgary. Ce nombre constitue presque 35 pour 100 de l'équipe canadienne. Les patineurs artistiques Brian Orser et Elizabeth Manley ont chacun remporté une médaille d'argent aux Jeux de Calgary.

L'autre volet du programme "Mieux que jamais" vise à accroître la participation. Cette année, il a permis de subventionner 175 projets entrepris par des groupes locaux, régionaux ou provinciaux. Ces initiatives allaient de l'embauche d'un entraîneur en disciplines aquatiques par la ville de Leamington à la promotion du soccer féminin dans la région de York.

Promotion de la sécurité dans les sports et le

conditionnement physique

Le ministère s'est engagé à freiner la

hausse alarmante de blessures découlant des sports. Un nouveau programme de sécurité dans les sports et le conditionnement physique a été mis en place en

janvier 1987.

En 1987-1988, le MTL a travaillé en étroite collaboration avec le Centre de développement du hockey pour l'Ontario, Fédération provinciale du hockey amateur, afin de le soutenir dans son action en faveur de la sécurité et contre la violence. Parallèlement, le ministère a subventionné l'installation de 160 filets de but de dérive dans les arénas de l'Ontario.



Une voix plus forte pour des débats plus serrés  
La Direction du développement du tourisme a embauché au cours de l'exercice un coordonnateur des politiques afin de mieux défendre les intérêts de l'industrie touristique. Le MTL est résolu à agir avec efficacité face à des dossiers tels que le libre échange, la pénurie de main-d'oeuvre et les menaces environnementales, questions qui demandent une plus grande cohésion entre les ministères, les gouvernements et les industries.

En 1987-1988, le programme en état à sa troisième année d'existence. Depuis sa mise en oeuvre, 35,4 millions de dollars ont été injectés dans six projets de développement de produits, dont le coût cumulatif se chiffre à 248,1 millions de dollars. Il est estimé que ces projets engendreront de l'emploi pour 2 371 personnes-années dans le domaine du bâtiment, 1 786 emplois dans l'exploitation des installations, et quelque six dollars d'investissement nouveau par le secteur privé, pour chaque dollar d'aide publique.

Une subvention non remboursable de 500 000 \$ a été accordée à Tourisme Ontario, dans le cadre du volet des services aux touristes prévu par le programme fédéral-provincial, pour diffuser plus agressivement son système de classification des hébergements. Les cotes de classement permettent au consommateur de choisir l'hébergement qui correspond à ses besoins et à ses préférences.

De l'aide financière pour engendrer des investissements touristiques

Le ministère offre des moyens financiers pour encourager la rénovation et le développement du tourisme en Ontario.

Le Programme d'encouragement au développement touristique, dit TRIP, permet de garantir les prêts et d'alléger les intérêts, pour bâtir ou améliorer des attractions et installations touristiques. Cette année, TRIP a garanti cinquante-six prêts s'élevant à 26 127 250 \$ au total, pour des projets comme l'agrandissement et la rénovation des stations de ski Kamiskotia, à Timmins. Les projets ayant bénéficié de l'aide de TRIP cette année comportaient un investissement de 48 438 429 \$.

L'établissement, l'agrandissement et l'amélioration des installations touristiques peuvent faire l'objet de prêts à terme à intérêt réduit. Les cinquante-sept prêts autorisés durant l'exercice ont été chiffrés à 5 630 350 \$ et ont servi, par exemple, à améliorer et isoler contre le froid les chalets de Willow Beach dans la région de Haliburton.

Le ministère offre également des prêts pour aider les exploitants inscrits au programme de classification de Tourisme Ontario à améliorer leurs installations.

Le ministère exige maintenant que toute demande soumise dans le cadre de TRIP soit accompagnée d'un plan d'accès raisonnable et d'installations à l'intention des personnes aux prises avec des difficultés physiques.

De plus, le programme des Compagnies pour l'expansion des petites entreprises (CEPE), administré par le ministère du Revenu, offre des crédits d'impôts aux sociétés et des subventions en argent aux particuliers qui investissent dans des CEPE. Depuis l'avènement de ce programme en 1979, les CEPE ont investi quelque 105 millions de dollars dans le tourisme en Ontario.

**E**n octobre, le ministère a organisé une mission commerciale à l'intention de 50 fournisseurs en tourisme de l'Ontario qui ont séjourné à Boston, Hartford (Connecticut) et Portland (Maine). Représentant hôtels, sites d'attraction et entreprises de visites guidées, l'équipe ontarienne a rencontré 500 responsables de groupe, grossistes, voyagistes et agents de voyages durant trois jours. Cette mission commerciale ontarienne était la première de la sorte à se dérouler aux États-Unis.

**Babe Winkelman fait la promotion de la pêche en Ontario**

Le ministère a aidé à rehausser l'image de l'Ontario dans les salons du sport étasuniens au début de 1988. Il a organisé des déjeuners, invitant les représentants des médias locaux ainsi que les exploitants touristiques ontariens à se rencontrer dans une ambiance évoquant la nature ontarienne et à déguster du poisson de l'Ontario. Le célèbre amateur de plein air Babe Winkelman jouait le rôle d'ambassadeur et faisait l'éloge de la pêche sportive en Ontario.

**Intensification des études de marché**

Le ministère met l'accent sur les études de marché afin d'évaluer l'efficacité des efforts de commercialisation en cours et d'orienter ses initiatives pour l'avenir.

**E**n janvier 1988, le MTL a instauré un sondage téléphonique mensuel traitant des voyages des résidents de l'Ontario, pour recueillir des données sur les déplacements habituels des Ontariens, leurs dépenses et leurs caractéristiques. Ces données seront publiées trimestriellement à compter de l'automne 1988, de pair avec d'autres indicateurs de pointe.

**Des stimulants fédéraux-provinciaux augmentent le pouvoir d'attraction de l'Ontario**

Le Programme Canada-Ontario de développement touristique, doté de 59 millions de dollars, renforce la position de l'Ontario sur les marchés touristiques mondiaux. Ce programme, dont les frais sont partagés également entre les gouvernements fédéral et provincial, encourage la création de destinations toute saison ayant une image de marque et un pouvoir d'attraction international.

**Les fonds peuvent servir à financer des études de faisabilité et de planification; le développement de produits à la faveur de grands projets d'immobilisations; le marketing des incitatifs aux voyages par le biais du programme d'immobilisations; et enfin, l'amélioration des services aux touristes.**



De septembre à mars, le MTL a organisé 266 ateliers de formation à l'accueil, auxquels ont assisté 2 660 participants venant de partout dans la province. Par la suite, soixante-quatre autres ateliers ont été dirigés par certains de ces participants au sein de leurs entreprises.

L'Ontario et le Québec unissent leurs efforts à l'étranger

Le nombre de Japonais visitant l'Ontario a fait un bon de 50 pour 100 en 1987 et celui des voyageurs du Royaume-Uni a augmenté de 27 pour 100. Afin de voir continuer cet essor, l'Ontario a négocié une entente de trois ans avec le Québec pour stimuler le tourisme par le biais d'une promotion conjointe outre-mer, en commençant par le Japon et le Royaume-Uni.

Cette co-entreprise, démarrée à l'automne, présente l'Ontario et le Québec comme provinces jumelées formant une seule destination. Ce jumelage procure à l'industrie touristique une nouvelle gamme de produits à offrir sur ces marchés lucratifs éloignés.

Au Japon, les deux provinces font la promotion de la "Maple Route" pour intéresser les touristes à élargir leur itinéraire habituel comportant les chutes du Niagara et de Toronto, et à les diriger vers l'est de l'Ontario et le Québec. La campagne publicitaire au Royaume-Uni encourage également les Britanniques qui visitent leurs amis et parents à explorer davantage les deux provinces.

Le tourisme ontarien cultive de nouveaux marchés

Le ministre est en train d'étendre le rayon de son marché aux États-Unis jusqu'à 500 milles de ses frontières, au lieu de 350. En juin et juillet, le ministre et le gouvernement fédéral ont investi conjointement 100 000 \$ U.S. dans une campagne publicitaire dans la presse de la région de Boston, un marché clé dont les possibilités de croissance sont très bonnes.

Huit annonces publicitaires destinées à la masse dévoilaient les multiples atouts de l'Ontario en tant que lieu de vacances estivales.

Une couverture libre par les médias de la région de Boston a donné du poids à la publicité payée. Le MTL a pu gagner un solide appui de la part des équipes de rédaction grâce à son Programme des visites spéciales pour la presse (Media on Special Tour, M.O.S.T.), qui subventionne certains journalistes couvrant l'Ontario.

## DIVISION DU TOURISME

Les recettes touristiques atteignent 9,3 milliards de dollars

Mil neuf cent quatre-vingt-sept a été une année record pour le tourisme en Ontario, les voyageurs ayant dépensé dans la province un total de 9,3 milliards de dollars, soit une hausse de 7,2 pour 100 par rapport à 1986.

Les Ontariens voyageant dans la province ont produit près de deux tiers de ce chiffre d'affaires. Le nombre de visiteurs en provenance des États-Unis, notre marché extérieur le plus important, a augmenté de 2,8 pour 100, tandis que celui des visiteurs d'outre-mer a fait un bond de 28,9 pour 100.

Pour accélérer cette croissance, le ministre a poursuivi l'élaboration de la première stratégie touristique en Ontario. L'industrie touristique de la province a participé à la planification en assistant à une série de tables rondes régionales en 1986. Cette année, les consultations ont eu lieu avec d'autres ministères, et les associations de tourisme et de commerce ont été mises au courant des orientations stratégiques envisagées. L'on prévoit que le plan stratégique sera rendu public à l'automne 1988.

Ontario Irrésistible, une campagne qui a du retentissement

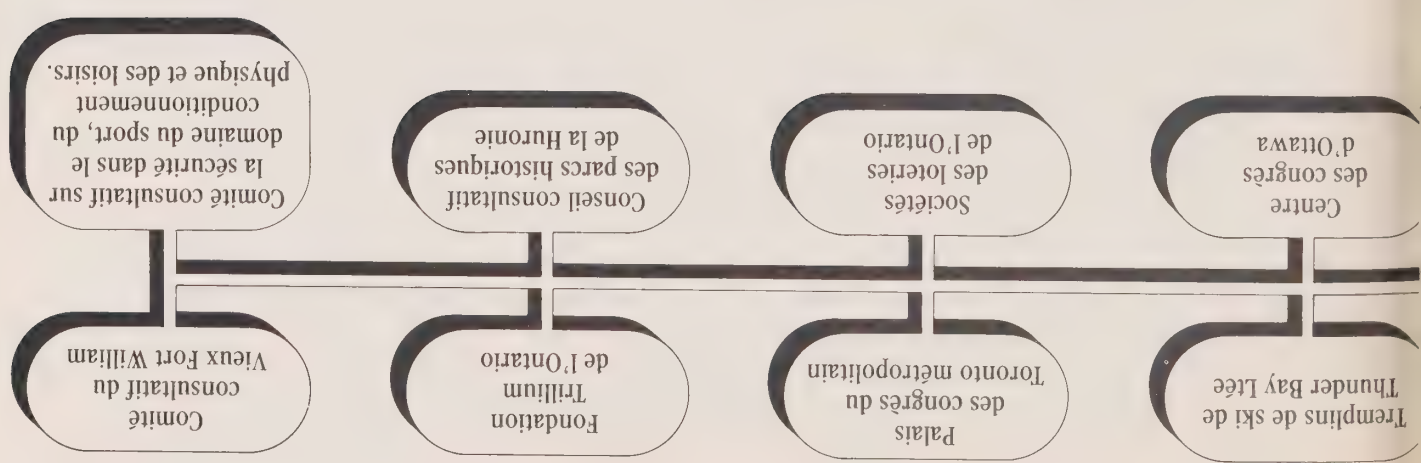
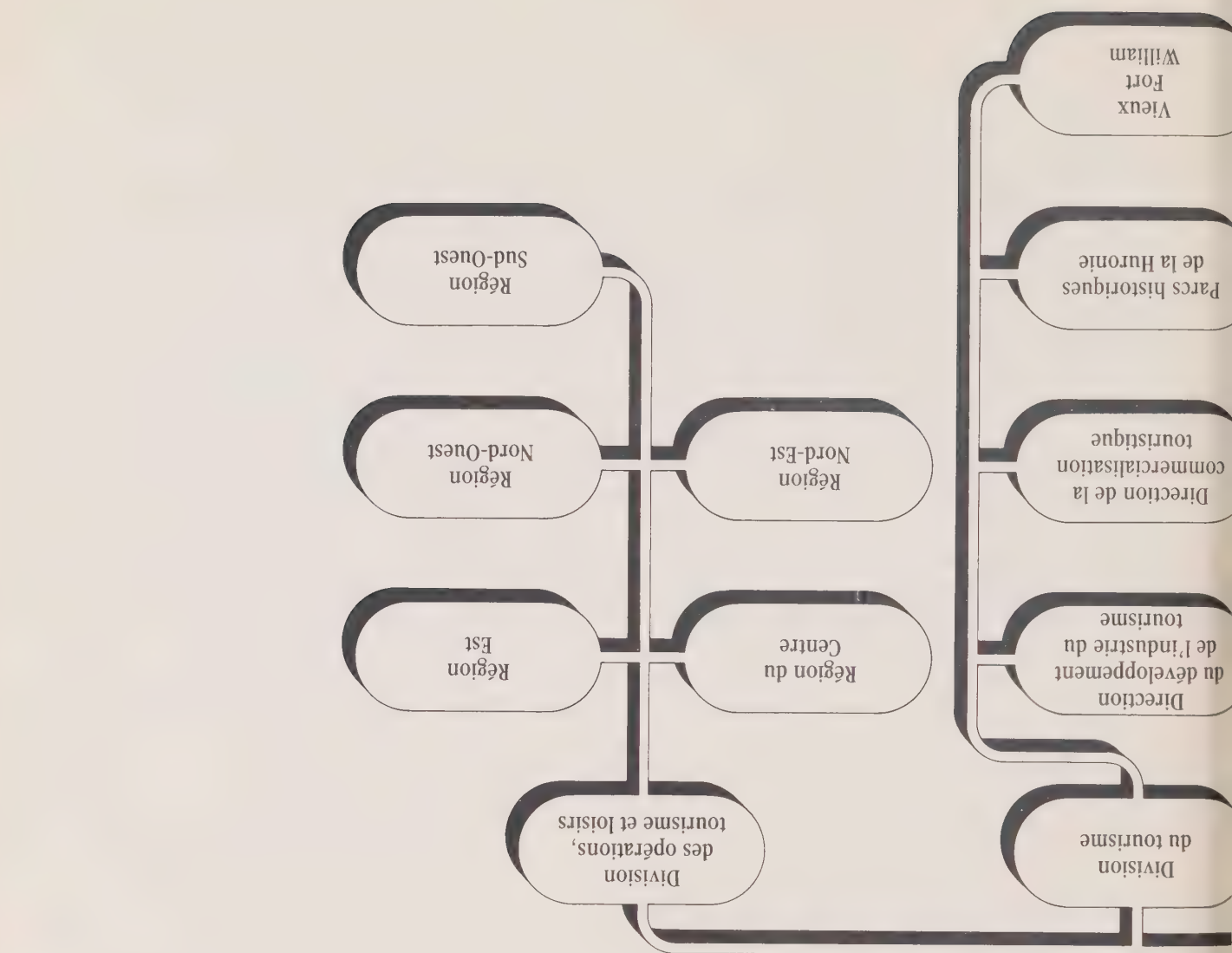
Le campagne Ontario Irrésistible a pris toute son ampleur en 1987-1988, sa deuxième année d'existence.

Au printemps, quatre nouveaux messages publicitaires ont été télédiffusés en Ontario et dans les régions frontalières américaines. Chaque message misait sur un produit distinct: les voyages, la visite des villes, les villégiatures et le plein air. Certaines annonces, insérées dans les journaux ontariens, captaient l'essence même de chaque région afin d'inciter les voyageurs à prolonger leur séjour.

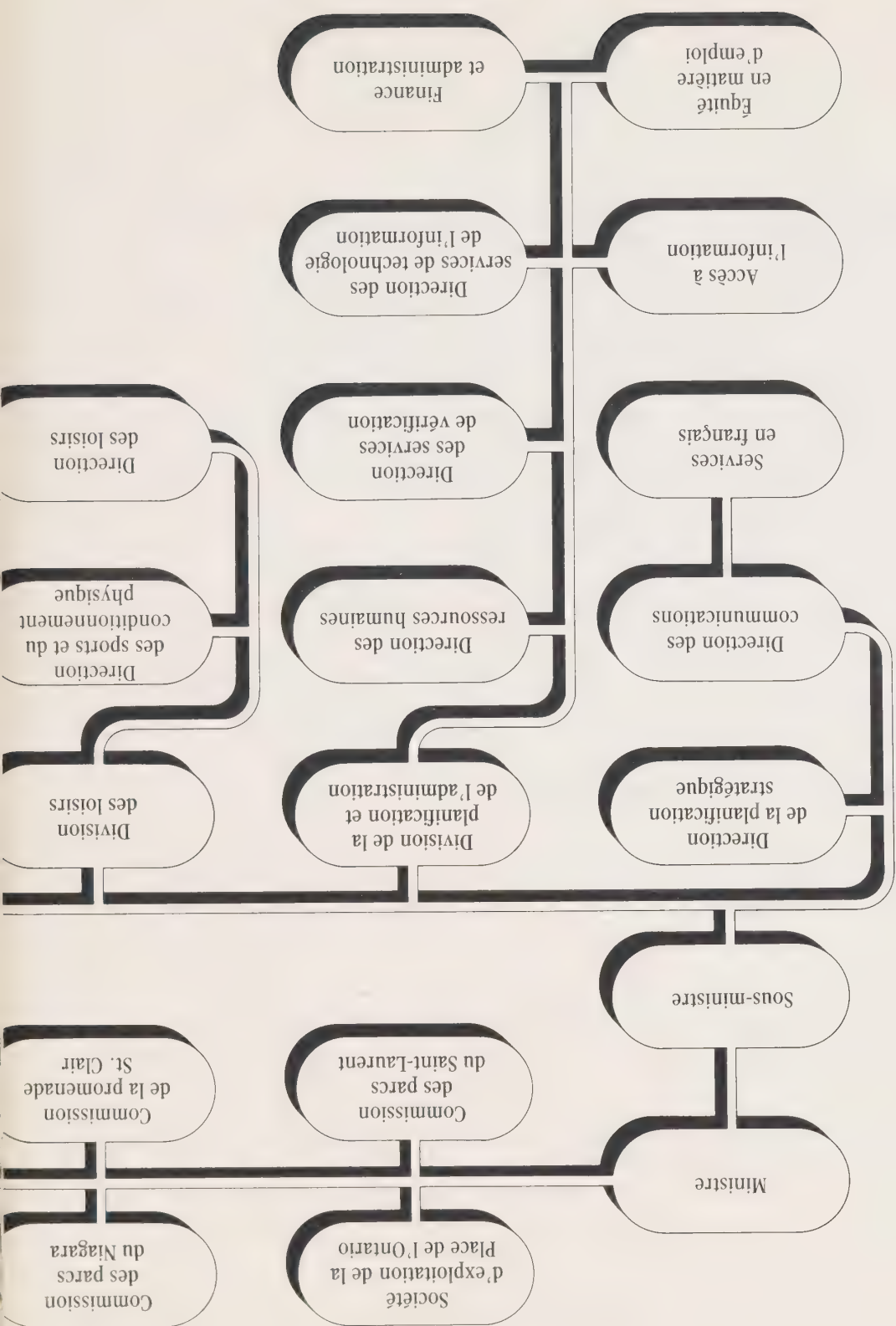
A l'automne, les encarts dans la presse ontarienne et américaine ont fait la promotion des tournées organisées, rallongeant ainsi la saison touristique. Le ministère a immédiatement reçu 4 800 demandes de renseignements, enregistrant ainsi son jour le plus chargé pour le marketing par téléphone.

Un programme pour relever le service à la clientèle

L'an passé, le ministère a instauré le Programme de sensibilisation en tourisme et de formation en matière d'accueil en vue de sensibiliser la population à l'importance du tourisme et à l'art d'accueillir les visiteurs. Le programme montre aussi aux employés comment faire bonne impression auprès des touristes.







**MESSAGE DU SOUS-MINISTRE**

Le ministère du Tourisme et des Loisirs vient de connaître un exercice des plus fructueux.

En 1986-1987, le ministère a uni ses

efforts à ceux du Québec pour accroître la commercialisation touristique au Japon et au Royaume-Uni. Grâce au programme fédéral-provincial pour le développement du tourisme, il a été possible de poursuivre le financement de projets d'envergure, aidant ainsi l'Ontario à améliorer sa position sur les marchés touristiques mondiaux.

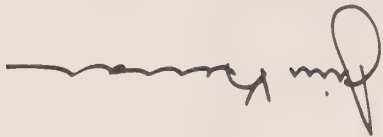
Le gouvernement s'est déclaré en faveur de la candidature de Toronto pour les Jeux olympiques et le ministère a organisé un bureau de liaison pour coordonner la participation de la province à ce concours.

Nous avons instauré un programme de planification de la retraite dans le but de développer les ressources communautaires qui aideront les aînés à rester en bonne santé et à demeurer autonomes.

Nos services de soutien de la haute direction ont guidé l'action du ministère en ce qui concerne les dossiers prioritaires de la fonction publique dans son ensemble, tels que l'accès à l'information, les services en français et l'équité en matière d'emploi.

Les cadres et le personnel du ministère recherchent l'excellence. Ils se vouent à multiplier les choix offerts à la population de l'Ontario et aux visiteurs, en matière de tourisme et de loisirs, dans le but d'enrichir la qualité de la vie, du travail et du loisir de tous et de toutes.

Le sous-ministre,



Jim Keenan

# MESSAGE DU MINISTRE

J'ai le plaisir de présenter le rapport annuel du ministère du Tourisme et des Loisirs pour l'exercice 1987-1988. Les secteurs du tourisme et des loisirs en Ontario répondent de façon efficace à la demande croissante en matière d'activités de loisir. Industries dont les possibilités de développement sont vastes, elles génèrent à elles seules plus de 100 de l'emploi en Ontario. Grâce à une commercialisation agressive et au soutien d'initiatives bien dirigées dans le domaine du développement touristique, le ministère du Tourisme et des Loisirs contribue à faire de l'Ontario une destination des plus recherchées par le touriste averti. La hausse de 7,2 pour 100 des recettes touristiques en 1987 indique que notre investissement dans le tourisme porte fruit.

Le ministère estime que les loisirs sont fondamentaux à une vie saine et autonome; l'une de ses priorités est d'intéresser un plus grand nombre de personnes aux programmes de sport, de conditionnement physique et de loisirs.

Cette année, par exemple, nous avons ébauché une politique à l'égard des femmes dans le domaine des sports et de l'activité physique. Nous avons organisé des ateliers sur la participation des personnes handicapées aux activités de loisir et nous avons favorisé l'innovation en ce qui touche les programmes récréatifs pour les aînés.

Le ministère s'acquitte de son mandat en s'associant avec le secteur privé, les municipalités et les organismes bénévoles. Les discussions avec l'industrie touristique touchant à la stratégie pour le tourisme dans la province, ainsi que la méthode consultative appliquée à l'élaboration de nouvelles orientations en matière de subvention des loisirs, ne sont que deux exemples de la communication existante entre le ministère et ses clients.

En outre, nous travaillons en étroite collaboration avec d'autres ministères ontariens afin de mener une action concertée et efficace. Ce travail d'équipe se traduit notamment par le programme NOTICE, auquel participent quatre ministères, dans le but d'améliorer les aménagements pour les voyageurs aux abords des routes dans le Nord de l'Ontario, ou encore par la récente création d'un comité de coordination interministériel sur les loisirs.

Le ministère du Tourisme et des Loisirs s'engage à oeuvrer dans cet esprit de collaboration pour l'année qui vient. Ensemble, nous renforceront davantage le tourisme en tant qu'industrie de base et les loisirs en tant que services essentiels à la population de l'Ontario.

Le ministre,

*Hugh P. O'Neill*  
Hugh P. O'Neill



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Ministère du Tourisme et des Loisirs  
Province de l'Ontario  
Queen's Park  
Toronto, Canada  
M7A 2R9



Hugh P. O'Neil, ministre

MINISTÈRE DU TOURISME ET DES LOISIRS DE L'ONTARIO 1987-1988  
RAPPORT ANNUEL







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-A 56

**Ontario Ministry of  
Tourism and Recreation**  
*Annual Report 1988-1989*

**Ministère du Tourisme  
et des Loisirs de l'Ontario**  
*Rapport annuel 1988-1989*





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## A MESSAGE FROM THE MINISTER

I am proud to present this Annual Report and outline our achievements in tourism and recreation in 1988-89.

Responding to a growing world travel market, this Ministry and its partners have been very successful in positioning Ontario's tourism industry within the new global economy.

We pursued new markets and consolidated our resources. We reached out beyond our borders and signed an international tourism marketing agreement with Quebec. We worked on renewing the popular Tourism Redevelopment Incentive Program (TRIP). Our efforts bore fruit with the launch of the revived program in the new fiscal year.

We have shown leadership within Ontario's recreation network, consulting widely with our partners in a major review of our funding programs. Our support

for provincial sports organizations totalled \$11.5 million last year, helping to maintain services to 76 recognized sports associations.

We will continue to work closely with our partners to create a dynamic, competitive tourism industry and to foster recreation as part of a healthy lifestyle for all Ontarians.

A handwritten signature in dark ink, reading "Ken Black". The signature is fluid and cursive, with the first name "Ken" and the last name "Black" clearly distinguishable.

Ken Black  
*Minister*

## MESSAGE DU MINISTRE

J'ai le plaisir de présenter ce rapport annuel pour 1988-1989 et décrire nos réalisations dans les secteurs du tourisme et des loisirs.

En s'ajustant à un marché touristique mondial en pleine croissance, le ministère et ses partenaires ont réussi à intégrer l'industrie touristique ontarienne à la nouvelle économie mondiale.

Nous nous sommes attaqués à de nouveaux marchés et avons fusionné nos ressources. Nous sommes allés au-delà de nos frontières et avons signé une entente internationale de commercialisation du tourisme avec le Québec.

Nous avons fait preuve de leadership auprès du réseau de loisirs de l'Ontario, en consultant nos clients lors de l'importante révision de nos programmes de financement. Notre appui aux fédérations sportives

provinciales a atteint 11,5 millions de dollars l'an dernier, et a permis à 76 associations sportives de maintenir leurs services.

Nous continuerons à collaborer étroitement avec nos partenaires en vue de créer une industrie touristique dynamique et concurrentielle, et d'encourager tous les Ontariens à intégrer les loisirs à leur mode de vie.

*Le ministre,*

A handwritten signature in dark ink, reading "Ken Black". The signature is fluid and cursive, with the first name "Ken" and the last name "Black" clearly distinguishable.

Ken Black

## A MESSAGE FROM THE DEPUTY MINISTER

In 1988-1989, the Ministry of Tourism and Recreation introduced important initiatives, ensuring the continued expansion of our tourism industry and recreation network.

Our marketing and tourism development programs paid off. We recorded an impressive 14.6 per cent increase in travel expenditures in Ontario last year.

This Ministry is now in the final stages of a long-term strategy for tourism in Ontario.

We moved decisively on the prevention of sport and fitness injuries and established an expert advisory committee, raising our support for sport safety to \$2.86 million a year.

Our leadership and support also paid big dividends at the Seoul Olympics, where Ontario produced 13

medals, representing 60 per cent of Canada's winners.

I joined the Ministry at the end of the last fiscal year, and I look forward to working closely with our partners, as we face the challenges and opportunities of the 1990s.

A handwritten signature in dark ink, appearing to read 'D. Blair Tully', with a long, sweeping horizontal line extending to the right.

D. Blair Tully  
*Deputy Minister*



## MESSAGE DU SOUS-MINISTRE

En 1988-1989, le ministère du Tourisme et des Loisirs a mis sur pied d'importants projets, assurant ainsi la croissance de notre industrie touristique et de notre réseau de loisirs.

Nos programmes de commercialisation et de développement du tourisme ont porté leurs fruits. L'an dernier, les recettes touristiques de l'Ontario ont augmenté de 14,6 pour 100.

Le ministère en est au stade final de l'élaboration d'une stratégie à long terme pour le tourisme en Ontario.

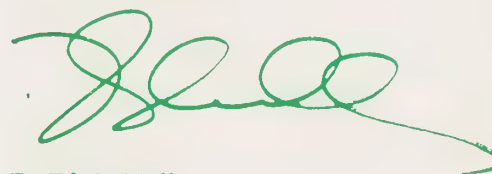
Nous avons pris d'importantes décisions en matière de prévention des blessures dans le sport et le conditionnement physique et avons mis sur pied un comité consultatif. Nous avons augmenté notre aide financière pour la sécurité dans les sports à 2,86 millions de dollars par année.

Notre leadership et notre appui ont également été récompensés aux Jeux olympiques de Séoul où les

athlètes ontariens ont remporté 13 médailles, ce qui représente 60 pour 100 des médailles canadiennes.

Je me suis joint au ministère à la fin de l'exercice et je suis impatient de collaborer avec nos clients alors que nous sommes confrontés aux défis et aux possibilités des années quatre-vingt-dix.

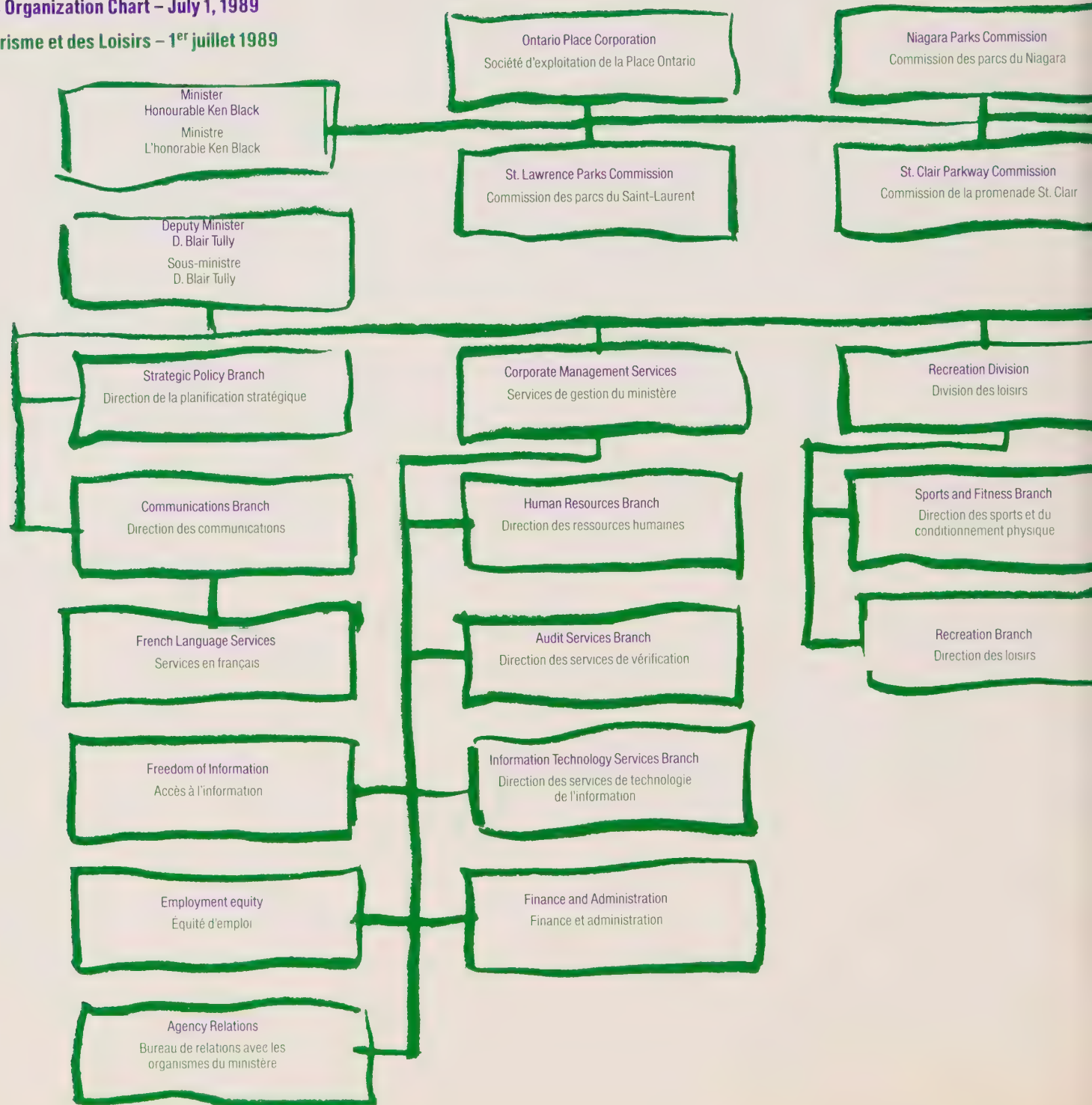
*Le sous-ministre,*

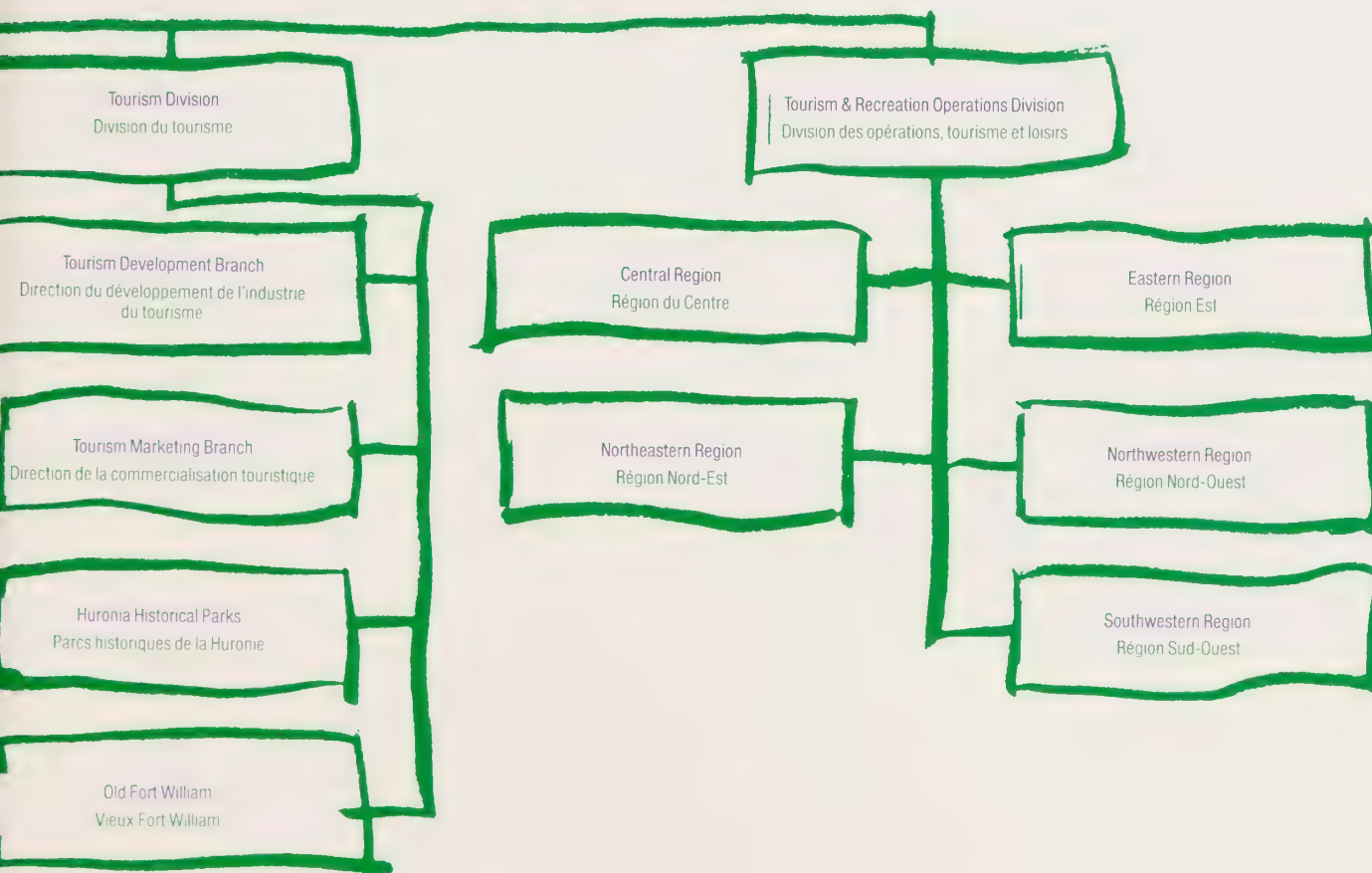
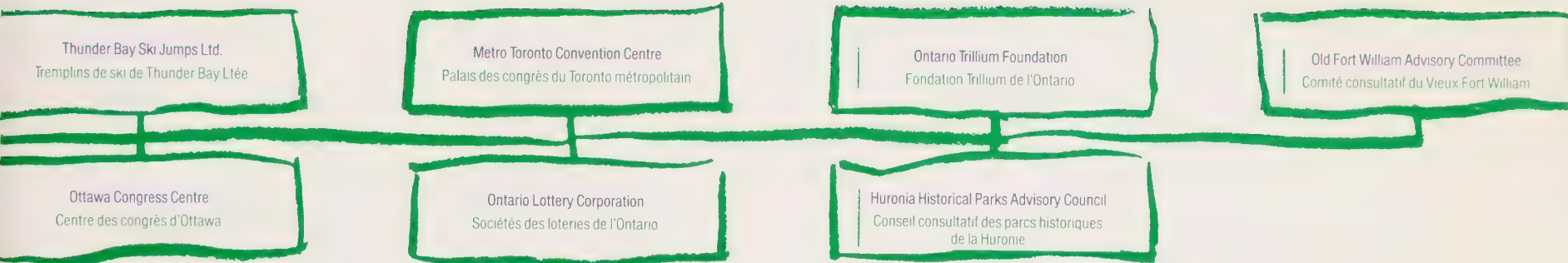
A handwritten signature in dark ink, appearing to read 'D. Blair Tully', with a long, sweeping horizontal stroke extending to the right.

D. Blair Tully

# Ministry of Tourism and Recreation Organization Chart – July 1, 1989

## Organigramme du ministère du Tourisme et des Loisirs – 1<sup>er</sup> juillet 1989







# T TOURISM

## Putting the focus on tomorrow's customer

Tourism now ranks as the world's largest economic sector, at 12 per cent of global output. It accounts for one in every nine jobs in Ontario, and is now our fourth largest export industry.

Traveller spending in Ontario reached an all-time high of \$10.6 billion in 1988, up 14.6 per cent. Overseas



visitors led this growth, spending 20.3 per cent more than in 1987. Expenditures by Ontario residents also rose dramatically, by 18.8 per cent.

However, Ontario's economic future depends on our ability to compete in the international marketplace

and last year, we moved to strengthen Ontario's position as a world travel destination.

## Toward 2000

The Ministry is in the final stages of a long-term strategy for tourism in Ontario, which followed the Ministry's most ambitious partner consultation projects.

It focusses on *partnerships* between the Ministry and its clients, working through *planned product development* to encourage touring routes and regional gateways. *Major events* will build our image as a tourist destination and *excellent customer service* will bring travellers back.

Also, *marketing* will attract tourists from outside Ontario's traditional markets. Finally, the strategy highlights our *regional tourism assets* and the need to develop and preserve Ontario's natural and urban features. The final draft of the strategy is slated for release in 1989-1990.

## Three-year marketing strategy

Last year, we launched a three-year marketing plan, based on extensive research of North American markets. It draws on the appeal of Ontario's unspoiled natural beauty to travellers concerned about a clean environment.

# T TOURISME

## On se concentre sur la clientèle de demain

Le tourisme est aujourd'hui le plus vaste secteur économique du monde, représentant 12 pour 100 des recettes mondiales. En Ontario, un emploi sur dix relève du secteur touristique, lequel est au troisième rang de nos industries d'exportation.

En 1988, les dépenses des touristes en Ontario ont atteint le chiffre record de 10,6 milliards de dollars, soit une augmentation de 14,6 pour 100. Les touristes d'outre-mer sont à l'origine de cette croissance. Ils ont en effet dépensé 20,3 pour 100 de plus qu'en 1987. Les dépenses des résidents ontariens ont également connu une forte hausse de 18,8 pour 100.

L'avenir économique de l'Ontario dépend toutefois de notre aptitude à concourir sur le marché international. L'an dernier, nous avons consolidé la position de l'Ontario comme destination touristique mondiale.

## Regard vers l'an 2000

Le ministère met présentement la touche finale à une stratégie touristique à long terme en Ontario, née de consultations des plus ambitieuses avec ses partenaires.

Cette stratégie touche principalement le *partenariat* entre le ministère et sa clientèle, en utilisant le *développement de produits planifiés* pour promouvoir les itinéraires touristiques et les portes d'accès aux régions. Des *événements d'envergure* nous feront connaître en tant que destination touristique et un *excellent service à la clientèle* incitera les touristes à revenir.

En outre, la *commercialisation* attirera des touristes de l'extérieur des marchés traditionnels de l'Ontario. Enfin, la stratégie met en lumière les *attraits touristiques régionaux* de notre province et le besoin de développer et de préserver les caractéristiques naturelles et urbaines de l'Ontario. La version définitive de la stratégie devrait être publiée pendant l'exercice 1989-1990.

## Stratégie de commercialisation triennale

L'an dernier, nous avons mis en œuvre un plan de commercialisation triennal fondé sur une étude approfondie des marchés nord-américains. Il mise sur la beauté naturelle de l'Ontario pour attirer les touristes soucieux de la qualité de l'environnement.

Le plan décrit aussi l'Ontario comme étant un endroit très accessible, superbement aménagé, mais où le milieu naturel est respecté, et met l'accent sur les activités de plein air « apprivoisé », la bonne chère et l'hébergement de choix.

It also identifies Ontario as a place which is highly accessible, with superb amenities, which respects its natural surroundings, and stresses the “soft” outdoors experience featuring high quality food and accommodation.

### **Together at the top**

We joined forces with Tourism Ontario to host the successful Tourism Marketing Summit in Toronto last fall. Two hundred operators from across the province met with marketing experts and learned to apply such concepts as “positioning” to their own businesses. This year, we will alternate with regional meetings as an annual forum to review and plan our advertising campaigns.

### **Ontario Incredible**

This year the Ontario Incredible campaign focussed on touring vacations. Our television commercials portrayed the advantages of getting away with the family and touring the province, while newspaper ads showed how to plan routes. A newspaper insert in Ontario and U.S. markets continued to promote fall touring. Fall almost equals the summer in volume of calls to our telemarketing centre.

### **Joint marketing with Quebec**

In May, the Honorable Hugh P. O’Neil and Michel Gratton, Minister of Tourism for the Province of Quebec signed an agreement to promote Ontario and Quebec as a combined destination in the U.K. and Japanese markets until 1990.

The federal government participated as a full cost-sharing partner in both markets this year and Air Canada was a partner in the U.K. campaign. We will invite other wholesalers and carriers to join future co-op ventures.

### **1-800-ONTARIO**

We introduced the 1-800-ONTARIO line for travel inquiries, featured in all broadcast advertising. It will later be used in print as well. The new line is expected to increase calls by more than 20 per cent.

### **Hospitality Network grows**

More than 4,800 hospitality workers learned the basics of customer service last year, in our Tourism Awareness and Hospitality Training program. A further 2,200 managers completed a two-day program, enabling them to deliver the course to their employees.



### **Au sommet ensemble**

Nous nous sommes joints à Tourisme Ontario pour la tenue du Sommet sur la commercialisation du tourisme qui a eu lieu à Toronto l'automne dernier. Ce Sommet, qui a été très réussi, a permis à deux cents exploitants de la province de rencontrer des experts en commercialisation et d'apprendre à appliquer des concepts tels que le « positionnement » à leur propre entreprise. Cette année, nous organiserons des réunions régionales qui tiendront lieu de forum annuel et au cours desquelles nous examinerons et planifierons nos campagnes publicitaires.

### **Ontario irrésistible!**

Cette année, la campagne Ontario irrésistible! a mis l'accent sur les vacances touristiques. Nos annonces télévisées ont fait ressortir les avantages de visiter la province en famille, tandis que les annonces placées dans les journaux décrivaient la façon de planifier ses itinéraires. Un encart publicitaire placé dans les journaux des marchés ontarien et américain poursuivait la promotion des visites touristiques automnales. Le volume d'appels reçus par notre centre de télémarketing au cours de l'automne équivaut pratiquement à celui de l'été.

### **Programme de commercialisation conjoint avec le Québec**

Au mois de mai, l'honorable Hugh P. O'Neil et Michel Gratton, ministre du Tourisme du Québec, ont signé

une entente visant à promouvoir le tourisme dans ces deux provinces sur les marchés britannique et japonais d'ici 1990.

Cette année, le gouvernement fédéral a partagé les coûts du programme dans les deux marchés en tant que partenaire à part entière et Air Canada, autre partenaire à part entière, a collaboré à la campagne sur le marché britannique. Nous comptons inviter d'autres grossistes et transporteurs à participer à d'éventuelles entreprises conjointes.

### **1-800-ONTARIO**

Nous avons instauré la ligne 1-800-ONTARIO pour les gens qui désirent obtenir des renseignements sur les voyages. Ce service a fait l'objet d'une campagne publicitaire à la radio et à la télévision et sera enfin repris dans les médias écrits. On prévoit une augmentation de 20 pour 100 du nombre d'appels avec la nouvelle ligne téléphonique.



In all, 926 tourism properties were represented and 69 became members of the Hospitality Network, with more than 50 per cent of their staff trained.

### **Economic Summit a media bonanza**

The Ministry seized the opportunity to showcase Ontario at the Economic Summit of leading industrial nations in Toronto last June, which attracted journalists from around the world.

We helped cover travel expenses of foreign journalists and operated a 24-hour-a-day media information centre in Summit Square. Three Japanese film crews alone produced the equivalent of \$2.8 million in unpaid media coverage for the province.



### **Ontario Travel Monitor**

The Ministry introduced the *Ontario Travel Monitor*, a quarterly publication on the state-of-trade in Ontario's tourism industry. It reports statistics gathered in a monthly survey on the travel patterns, spending and future intentions of Ontario residents, and selected facts about international visitors to the province.

### **Financial tools**

Altogether in 1988-89, the Ministry's Tourism and Operations Divisions channelled some \$21 million in loans, guarantees, grants and other assistance to more than 300 tourism projects involving a total investment of approximately \$53 million.

We also helped new developments get off the ground by sharing the cost of feasibility studies, for such projects as the reintroduction of cruise ships on the Great Lakes, and restoring the White Otter Castle in northwestern Ontario.

Financial support is conditional on providing barrier-free access to tourism facilities. Work proceeded this year on guidelines defining how tourist establishments can best meet the needs of the physically disabled.

### **Laying the groundwork for TRIP**

The Ministry moved to renew the Tourism Redevelopment Incentive Program (TRIP), which, over eight years,



### **Le Réseau Accueil s'accroît**

Plus de 4 800 employés du secteur de l'accueil ont pris connaissance des éléments essentiels du service à la clientèle l'an dernier dans le cadre du Programme de sensibilisation au tourisme et de formation à l'accueil. Par ailleurs, 2 200 gérants ont suivi un programme de deux jours et ont pu faire profiter leurs employés des connaissances ainsi acquises.

En tout, 926 établissements touristiques étaient représentés et 69 sont devenus membres du Réseau Accueil. Plus de 50 pour 100 du personnel de ces établissements ont reçu la formation offerte dans le cadre du programme.

### **Le Sommet économique : une mine d'or pour les médias**

Le ministère a saisi l'occasion de faire connaître l'Ontario lors du Sommet économique des principaux pays industrialisés, qui s'est déroulé à Toronto en juin dernier et a attiré des journalistes du monde entier.

Nous avons assumé une partie des frais de déplacement des journalistes étrangers et avons mis à leur disposition un centre d'information des médias fonctionnant 24 heures sur 24 à la place du Sommet. Trois équipes de tournage japonaises ont fourni à elles seules l'équivalent de 2,8 millions de dollars en couverture libre pour la province.

### **Bulletin Tourisme Ontario**

Le ministère a publié le premier numéro trimestriel du *Bulletin Tourisme Ontario* qui donne des statistiques recueillies lors d'enquêtes téléphoniques mensuelles sur les déplacements des Ontariens, leurs dépenses et leurs intentions, ainsi que sur les visiteurs d'autres pays.

### **Outils financiers**

En 1988-1989, la division du tourisme et celle des opérations ont accordé quelque 21 millions de dollars en prêts, garanties, subventions et autres formes d'aide financière à plus de 300 projets touristiques représentant un investissement d'environ 53 millions de dollars.

Nous avons également participé à la mise en œuvre de nouveaux projets en partageant le coût des études de faisabilité de projets comme le retour des navires de croisière sur les Grands Lacs et la restauration du château White Otter dans le Nord-Ouest de l'Ontario.

L'aide financière est accordée à condition que l'accès aux installations touristiques soit libre. Cette année, le ministère a entrepris l'élaboration de directives sur la façon dont les établissements touristiques doivent répondre aux besoins des personnes ayant un handicap.

### **Préparer le terrain pour le programme TRIP**

Le ministère a proposé la réactivation du Programme d'encouragement au développement du tourisme (TRIP)



generated one quarter billion dollars in tourism investment and created more than 2,400 jobs. The re-invigorated program guarantees loans totalling up to \$30 million annually – an increase of approximately \$5 million over previous years.

### **Federal-provincial support**

Last year, the restoration of Langdon Hall near Cambridge was the seventh major project approved for assistance under the Canada-Ontario Tourism Development Agreement (COTDA).

COTDA is providing a repayable contribution of \$1.5 million toward the \$7.6 million project, which will convert the turn-of-the-century mansion into a first-class heritage inn. The seven contracts signed so far have provided \$36.9 million in assistance to product development projects with a combined cost of \$255.7 million.

The Agreement supports the creation of internationally competitive, year-round tourism facilities. It is scheduled to expire in October, 1989.

### **Computerized Planning Model**

We introduced the Tourism Financial Assessment and Economic Impact Model, a COTDA-funded computer software package measuring feasibility of proposed tourism investments.

The model is unique in the world. It projects financial results and economic impacts based on the type, size and region of the planned development. The program will be invaluable to industry consultants and our own staff in assessing applications for financial assistance.

qui, en huit ans, a généré 250 millions de dollars en recettes touristiques et créé plus de 2 400 emplois. Le nouveau programme garantit des prêts jusqu'à concurrence de 30 millions de dollars par an, ce qui représente une augmentation d'environ cinq millions de dollars par rapport aux exercices précédents.

### **Aide fédérale-provinciale**

L'an dernier, la restauration du Langdon Hall près de Cambridge est devenue le septième projet d'envergure à recevoir de l'aide aux termes de l'Entente Canada-Ontario sur le développement du tourisme (ECODT).

Aux termes de l'ECODT, un montant remboursable de 1,5 million de dollars est versé dans le cadre de ce projet de 7,6 millions de dollars qui permettra de convertir ce manoir du début du siècle en auberge patrimoniale de première classe. Les sept contrats qui ont été signés jusqu'à présent ont fourni une aide de 36,9 millions de dollars à des projets de développement de produits dont le coût combiné s'élève à 255,7 millions de dollars.

L'entente appuie la mise en place d'installations touristiques ouvertes à l'année et concurrentielles sur le marché mondial. L'expiration de l'entente a été fixée au mois d'octobre 1989.

### **Modèle de planification par ordinateur**

Nous avons instauré le modèle d'évaluation financière et de mesure des retombées économiques du tourisme, un progiciel financé par l'ECODT qui mesure la faisabilité des investissements proposés dans le secteur du tourisme.

Ce modèle est unique au monde. Il projette les résultats et les avantages économiques d'après le type et l'envergure du projet de développement ainsi que la région touchée. Le programme sera d'une aide précieuse aux conseillers de l'industrie ainsi qu'à notre propre personnel pour l'évaluation des demandes d'aide financière.

# RECREATION

## **Contributing to social well-being and economic growth**

Sports, fitness and other recreational activities are key to a full and healthy lifestyle. One-third of Ontario's health care budget is spent treating preventable lifestyle-related diseases, and recreation programs have been shown to significantly reduce these costs.

Reflecting the long-term health care directions of the provincial government, the Ministry has shown leadership in developing and sustaining one of the

world's most effective networks of recreation programs, services and facilities, with the significant individual and community social benefits that result.

Between 1978 and 1987, we invested \$680 million assisting local governments and non-profit organizations throughout Ontario to improve community facilities and programs.

### **Grants to Provincial Sports Organizations**

Our support for amateur and community sports groups, through provincial

sports organizations, the Ontario Sports Centre and special sports programs, totalled \$11.5 million last year. These funds helped maintain services to members of the 76 recognized sports associations, their regional affiliates, and special populations such as Franco-Ontarians.

Development of high-performance athletes received a further \$4 million through Best Ever Ontario, part of which was also directed to the development of mass participation programs.

### **Financial assistance programs reviewed**

This year, we moved to harmonize our funding programs with the Community Recreation Policy approved by Cabinet in 1987.

The impact of the policy's long-term goals is far-reaching, calling on all community recreation partners to co-ordinate efforts, to maximize recreation's role in a changing society and develop services to meet the needs of all Ontarians.

In the spring of 1988, we brought recommendations on changes to our funding programs to over 700 of our key recreation partners in 10 regional meetings and two sessions with provincial organizations.

Our clients stressed the need for clear funding principles and priorities and a streamlined application process. The Ministry incorporated these and other





# LOISIRS

## Contribution au bien-être et croissance économique

Les sports, le conditionnement physique et les autres activités de loisirs sont essentiels à un mode de vie sain. Le tiers du budget ontarien dédié aux soins de santé est consacré au traitement des maladies liées au mode de vie qui peuvent être évitées. En outre, il a été démontré que les programmes de loisirs de qualité diminuent considérablement ces coûts.

Soucieux de suivre les initiatives à long terme du gouvernement provincial en matière de soins de santé, le ministère a fait preuve de leadership en élaborant et en maintenant un des réseaux de programmes, de services et d'installations de loisirs les plus efficaces au monde, avec les importants avantages individuels et collectifs qui en résultent.

Entre 1978 et 1987, nous avons investi 680 millions de dollars pour aider les gouvernements locaux et les organismes sans but lucratif de la province à améliorer leurs programmes et leurs installations communautaires.

## Subventions aux fédérations sportives provinciales

L'an dernier, nous avons accordé 11,5 millions de dollars aux groupes sportifs communautaires et amateurs, par l'entremise des fédérations sportives provinciales, du

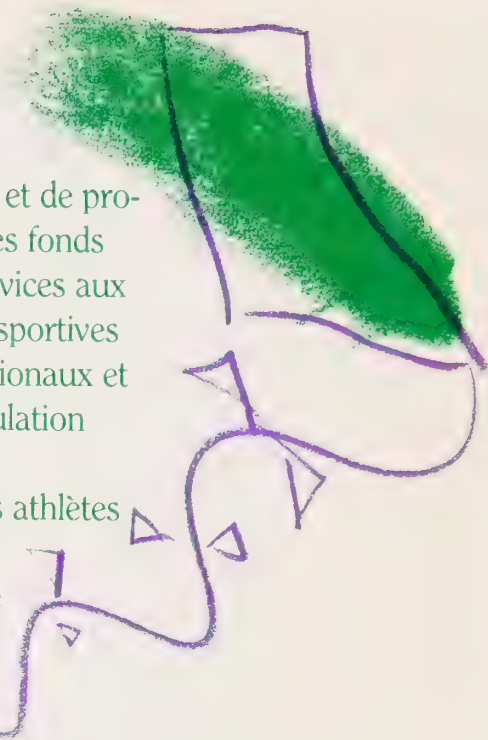
Centre des sports de l'Ontario et de programmes sportifs spéciaux. Ces fonds ont permis le maintien des services aux membres des 76 associations sportives reconnues, de leurs affiliés régionaux et de certains groupes de la population comme les Franco-Ontariens.

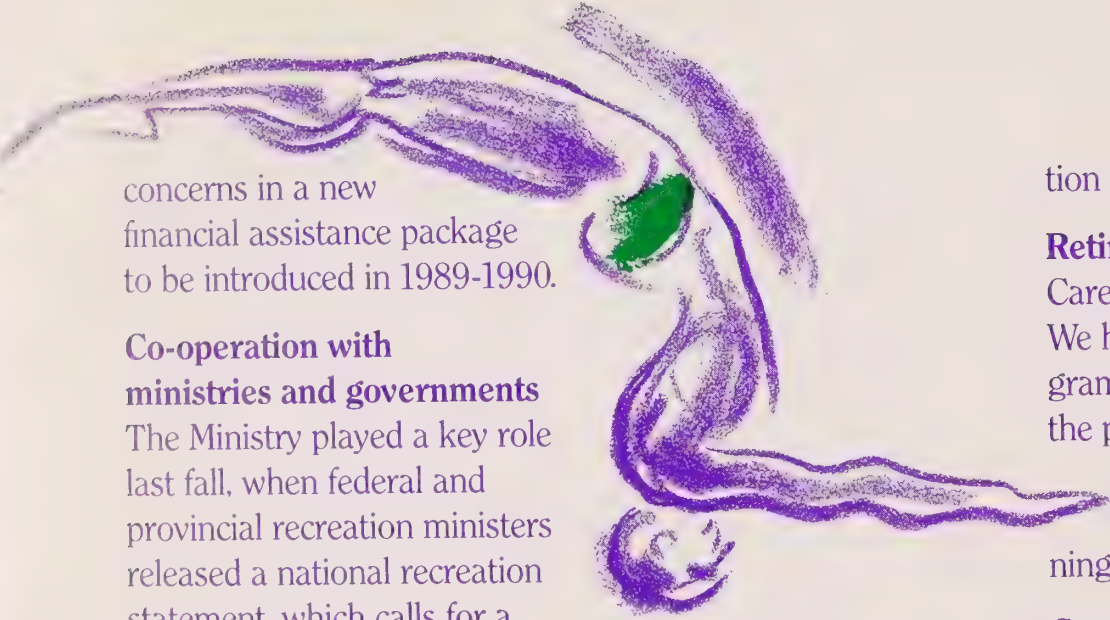
Le perfectionnement des athlètes d'élite a reçu une aide supplémentaire de quatre millions de dollars grâce au programme « Mieux que jamais Ontario ». Une partie de ces fonds a également été utilisée pour l'élaboration de programmes de participation massive.

## Révision des programmes d'aide financière

Nous avons procédé à l'harmonisation de nos programmes de financement avec la Politique de loisirs communautaires approuvée par le Conseil des ministres en 1987.

Les objectifs à long terme de cette politique ont une portée considérable car ils appellent tous les partenaires des loisirs communautaires à coordonner leurs efforts afin de maximiser le rôle des loisirs dans une société en pleine évolution, et de mettre en place des services qui répondront aux besoins de tous les Ontariens.





concerns in a new financial assistance package to be introduced in 1989-1990.

### **Co-operation with ministries and governments**

The Ministry played a key role last fall, when federal and provincial recreation ministers released a national recreation statement, which calls for a national forum on recreation and a national database to foster co-operation among the federal, provincial and territorial governments.

The provincial recreation co-ordinating committee, chaired by this Ministry, laid the foundation for future work, and defined its terms of reference. The committee represents 11 Ontario ministries which have an impact on recreation.

### **Creative initiatives for older adults**

Following the Ministry's provincial symposium on recreation for older adults last year, nine regional workshops were held throughout Ontario between January and March 1989. A total of 350 participants formulated local strategies for improving recreation opportunities for older adults. We will support a number of demonstra-

tion projects next year, resulting from these workshops.

### **Retirement planning**

Careful planning smooths the transition to retirement. We have developed a model retirement planning program and trained a core of community leaders around the province to deliver it. This year, the program manual was updated and a public awareness campaign was conducted to promote the retirement planning concept.

### **Camp Leadership Centre marks 40th year**

The Ministry's Ontario Camp Leadership Centre at Bark Lake in Haliburton this year celebrated its 40th anniversary as a training facility for camping and outdoor recreation. During the festivities the camp opened a new administrative centre with office space, a meeting room, a reception area and other amenities. So far, more than 600 participants have returned to leadership posts in their own local camps.

### **People are an important asset**

Last year, we commissioned a study on the status of volunteerism in sports, fitness and recreation. The findings will assist organizations to attract, retain and manage volunteer resources. We funded a second study to examine training needs of professionals and volunteers, and how those needs can be met.



Au printemps 1988, lors de dix assemblées régionales et deux rencontres avec des organismes provinciaux, nous avons fait des recommandations à plus de 700 de nos principaux partenaires du secteur des loisirs concernant la modification de nos programmes de financement.

Nos clients ont souligné la nécessité d'établir des priorités et des principes de financement clairs et de mettre en place un processus de dépôt des demandes rationalisé. Le ministère a incorporé ces questions ainsi que d'autres sujets d'inquiétude dans un nouveau programme d'aide financière qui sera instauré en 1989-1990.

### **Collaboration avec les ministères et les gouvernements**

Le ministère a joué un rôle de premier plan l'automne dernier lorsque les ministres fédéral et provinciaux des Loisirs ont publié une déclaration commune sur les loisirs, demandant la tenue d'un forum national sur les loisirs et la création d'une base de données nationale afin de stimuler la collaboration entre les gouvernements fédéral, provinciaux et territoriaux.

Le comité provincial de coordination des loisirs, présidé par le ministère du Tourisme et des Loisirs, a jeté les bases de travaux futurs et établi son mandat.

Le comité représente onze ministères ontariens qui ont une influence sur les loisirs.

### **Projets novateurs pour les aînés**

À la suite du symposium provincial sur les loisirs pour les aînés organisé par le ministère l'an dernier, neuf ateliers régionaux ont eu lieu partout en Ontario entre les mois de janvier et mars 1989. En tout, 350 participants ont élaboré des stratégies locales en vue d'améliorer les possibilités de loisirs pour les aînés. L'an prochain, nous financerons un certain nombre de projets-pilotes nés de ces ateliers.

### **Planification de la retraite**

Une planification prudente facilite le passage à la retraite. Nous avons élaboré un programme modèle de planification de la retraite et formé un groupe de responsables communautaires qui offriront ce programme dans l'ensemble de la province. Cette année, le guide du programme a été mis à jour et une campagne de sensibilisation de la population a été menée en vue de promouvoir le concept de planification de la retraite.

### **Le Centre de formation de moniteurs de camps a 40 ans**

Le Centre ontarien de formation de moniteurs de camps de vacances, exploité par le ministère et situé à Bark Lake près d'Haliburton, a célébré cette année son 40<sup>e</sup> anniversaire comme centre de formation au



### **Olympic achievements**

The Ministry is proud to have assisted in the training of many of Ontario's athletes at the 1988 Olympic Games in Seoul. They made up 43 per cent of the Canadian contingent and accounted for 60 per cent of Canadian medals. Of the 143 Ontario members of the Olympic team, 34 had participated in the Ministry's Best Ever elite athlete assistance program.



### **Olympiad for the Physically Disabled**

Our support to disabled athletes was rewarded when Ontarians made up 30 per cent of the Canadian team at the Paralympics in Seoul, two weeks after the able-bodied games. They earned 40 per cent of Canada's medals.

### **Toronto Olympic bid**

High-profile sporting events create a strong economic impact, showcasing our cultural, sporting and recreational assets. We established the Ontario Olympic Secretariat, to co-ordinate provincial involvement in the bid to host the 1996 Olympic Games in Toronto and other Ontario communities.

### **Provincial games**

The Ontario Games have provided a showcase for amateur sport for nearly two decades. Hamilton hosted the 1988 Summer Games in August, and North Bay hosted the 1989 Winter Games in March. Many of the athletes will advance to international competitions such as the Olympic, Pan American and Commonwealth Games. We also support the Ontario Games for the Physically Disabled. This year an agreement was reached to hold this event every year beginning in 1989.

### **Year of the Coach**

The year 1989 was proclaimed Year of the Coach by the federal, provincial and territorial governments, recognizing coaches for their vital role in developing skills and building character at all levels of sport.

We introduced new awards for male and female Coach of the Year to spotlight the celebration. The first winners were Elizabeth Hoffman, named CIAU Coach of the Year in leading the University of Toronto to

camping et aux loisirs de plein air. Pendant les célébrations, le Centre a ouvert un nouveau centre administratif qui comprend des bureaux, une salle de conférence, un hall d'accueil et d'autres installations. Jusqu'à présent, plus de 600 participants ont assumé des fonctions de premier plan dans leur camp local.

### **Les gens : un atout important**

L'an dernier, nous avons commandé une étude sur le bénévolat dans les sports, le conditionnement physique et les loisirs. Les résultats de cette étude aideront les organismes à recruter, maintenir et gérer les ressources bénévoles. Nous avons financé une seconde étude qui portait sur les besoins en formation des professionnels et des bénévoles et sur la façon d'y répondre.

### **Réalisations olympiques**

Le ministère est fier d'avoir participé à l'entraînement de nombreux athlètes ontariens en vue des Jeux olympiques de Séoul en 1988. Ces athlètes formaient 43 pour 100 du contingent canadien et ont remporté 60 pour 100 des médailles du pays. Parmi les 143 Ontariens membres de l'équipe olympique, 34 avaient pris part au programme « Mieux que jamais » que le ministère a mis sur pied en vue d'aider les athlètes d'élite.

### **Olympiades pour les handicapés physiques**

Notre appui aux athlètes handicapés a été récompensé

puisque les Ontariens formaient 30 pour 100 de l'équipe canadienne aux Jeux paraolympiques de Séoul, deux semaines après les Jeux olympiques réguliers. Ils ont remporté 40 pour 100 des médailles canadiennes.

### **Toronto pose sa candidature en vue des Jeux olympiques**

Les événements sportifs vedette génèrent d'importantes retombées économiques tout en faisant valoir nos atouts culturels et récréatifs. Nous avons créé le Secrétariat olympique de l'Ontario qui sera chargé de coordonner la participation de la province aux candidatures en vue d'accueillir les Jeux olympiques de 1996 à Toronto et dans d'autres localités de l'Ontario.

### **Jeux provinciaux**

Depuis près de vingt ans, les Jeux de l'Ontario permettent de faire valoir le sport amateur. Hamilton a accueilli les Jeux d'été de 1988 au mois d'août, tandis que les Jeux d'hiver de 1989 se sont déroulés en mars à North Bay. Bon nombre des athlètes qui ont participé à ces Jeux prendront part à des compétitions internationales comme les Jeux olympiques, les Jeux pan-américains et les Jeux du Commonwealth. Nous finançons également les Jeux de l'Ontario pour les handicapés physiques et, cette année, nous avons conclu une entente pour que cet événement ait lieu tous les ans à compter de 1989.

another national field hockey title, and Jack Donohue, recently retired as Canada's national men's basketball coach.

### **Athletes of the Year**

Also new this year was the Female Athlete of the Year Award, introduced by the Ministry to recognize the achievements of women in sports. Marathon swimmer Vicki Keith and figure skater Elizabeth Manley shared the honours for 1988. Lennox Lewis, Brian Orser and Dave Steen were co-winners in the sports of boxing, figure skating and track and field, respectively.

Stephane Lecours of Hearst was named Disabled Athlete of 1988 in recognition of his record-setting performances at the Olympiad for the Physically Disabled. These and other outstanding athletes of 1988 were honoured at annual Sports Awards Banquet in April 1989.

### **Older adults are more active**

In August, Brampton hosted 1,200 athletes and officials at Actifest '88. The second Ontario Senior Games followed preliminary regional games involving nearly 30,000 people.

The Ministry joined forces with the Older Adults' Centres Association of Ontario, and launched the Keeping Pace fitness walking program for older adults. More than 9,000 people participated in the program,

which features community clinics, information booklets and awards.

### **Franc-o-forme**

With Ministry support, Franc-o-forme, the Franco-Ontarian Sports and Fitness Resource Centre, opened its doors at the University of Ottawa in May, 1988. This facility links people with organizations conducting sports and fitness activities in French.

### **Science Centre "Sport" exhibit**

To motivate and educate people about an active lifestyle, we co-sponsored the enormously popular "Sport" exhibit at the Ontario Science Centre, now extended until the fall of 1989. It combines displays of the science of sport with the Science Centre's famous hands-on approach. By March 31, over one million people had visited the exhibit.

### **Sport Safety**

The Ministry this year established the Advisory Committee on Sport, Fitness and Recreation Safety, which followed the release of the Ontario Sport Medicine and Safety Advisory Board's final report, which estimated that in 1986, 1.3 million injuries related to sports, fitness or recreation.

In October, annual funding for sport safety and injury prevention was raised to \$2.86 million. Major



## **L'année de l'entraîneur**

Mil neuf cent quatre-vingt-neuf a été proclamée l'Année de l'entraîneur par les gouvernements fédéral, provinciaux et territoriaux, reconnaissant le rôle vital que jouent les entraîneurs dans le développement des aptitudes et du caractère à tous les niveaux sportifs.

Nous avons présenté de nouvelles récompenses pour les entraîneurs masculin et féminin de l'année afin de donner de l'éclat aux célébrations. Les premiers récipiendaires des récompenses ont été Elizabeth Hoffman, qui a dirigé les équipes ontariennes de hockey sur gazon aux Jeux du Canada de 1981 et 1985, et Jack Donohue, ancien entraîneur, maintenant à la retraite, de l'équipe nationale masculine de basket-ball du Canada.

## **Athlètes de l'année**

La récompense de l'athlète ontarienne de l'année, qui a également été remise pour la première fois cette année, a été instaurée par le ministère afin de reconnaître les accomplissements des femmes dans le sport. La nageuse de marathon, Vicki Keith, et la patineuse artistique, Elizabeth Manley, ont partagé les honneurs en 1988. Chez les hommes, les récipiendaires, Lennox Lewis, Brian Orser et Dave Steen, ont été respectivement médaillés en boxe, en patinage artistique et en athlétisme.

Stéphane Lecours, de Hearst, a été élu athlète handicapé de 1988 en reconnaissance des records qu'il

a établis aux Olympiades pour les handicapés physiques. Ces athlètes, tout comme d'autres athlètes exceptionnels en 1988, ont été honorés lors du Banquet annuel des récompenses sportives en avril 1989.

## **Les aînés sont plus actifs**

Au mois d'août, Brampton a accueilli 1 200 athlètes et dignitaires dans le cadre d'Actifest 88. Les deuxièmes Jeux de l'Ontario pour les aînés ont suivi les jeux régionaux préliminaires auxquels ont participé près de 30 000 personnes.

Le ministère s'est joint à l'Association des centres pour les aînés de l'Ontario et a lancé le programme « Au Pas », un programme de conditionnement physique par la marche destiné aux aînés. Plus de 9 000 personnes ont participé à ce programme qui comprend des ateliers communautaires, la remise de livrets d'information et de récompenses.

## **Franco-o-forme**

Le Centre franco-ontarien d'information sur les sports et le conditionnement physique, Franc-o-forme, a ouvert ses portes en mai 1988 à l'Université d'Ottawa et a reçu une aide du ministère pour sa première année d'activités. Ce Centre met les gens en contact avec des groupes qui organisent des activités sportives et de conditionnement physique en français.

achievements included the establishment of risk management programs by 65 provincial sports organizations, which developed guidelines for the safe conduct of their sports. As well, a single source for liability insurance was arranged for these groups, in response to the liability insurance crisis of two years ago.



### **L'expositions « Sports » du Centre des sciences**

En vue d'informer la population et de l'inciter à adopter un mode de vie actif, le ministère a co-parrainé la très populaire exposition « Sports » du Centre des sciences de l'Ontario, qui a été prolongée jusqu'à l'automne 1989. Elle présente à la fois des expositions sur la science des sports et l'approche pratique propre au Centre des sciences. Au 31 mars, plus d'un million de personnes avaient visité l'exposition.

### **La sécurité dans les sports**

Cette année, le ministère a mis sur pied un Comité consultatif sur la sécurité dans le domaine des sports, du conditionnement physique et des loisirs. La création de ce Comité a suivi la publication du rapport final du

Conseil consultatif de l'Ontario sur la sécurité et la médecine dans les sports. Ce dernier indique qu'en 1986 seulement, on a dénombré 1,3 million de blessures liées aux sports, au conditionnement physique ou aux loisirs.

En octobre, notre appui financier pour la sécurité dans les sports et la prévention des blessures passait à 2,86 millions de dollars. Parmi nos initiatives était la création de programmes de réduction de risque de blessures dans 65 organismes sportifs provinciaux; ces derniers ont depuis adopté des politiques qui visent la sécurité dans les activités sportives qu'ils dirigent. Aussi, un pourvoyeur central d'assurance – responsabilité a été trouvé pour ces organismes, en réponse à une crise d'assurance qui a eu lieu il y a deux ans.



## **O**PERATIONS

### **Close working partnership**

Our front line consultants in 23 local offices are not only responsible for administering the Ministry's programs, they are this Ministry's eyes and ears, maintaining a close working relationship with our clients throughout the province. Consultants help provide our partners with the tools needed to compete within the emerging global economy, and meet the challenge of Ontario's rapidly changing society.

### **Temagami task force**

Six tourism consultants from three regions spent the month of January in Temagami to formulate a tourism development strategy for Temagami, to help diversify the resource-dependent area's economy. A business plan was developed, to identify locations for new accommodation facilities, attractions and marinas, as well as potential new markets.

### **Assisting development in the North**

We teamed up with the Ministry of Natural Resources and formalized a process for identifying Crown land with tourism potential and releasing these areas to the

market. This will help investors to quickly identify available sites.

We also urged MNR to focus on the tourism potential of provincial parks. As a result, the development plan for Sleeping Giant Provincial Park near Thunder Bay permits the construction of a sizeable, high quality tourist lodge.

### **Training events**

The development of human resources ranks high on the agenda in all regions. This year, more than 7,800 participants enrolled in a total of 290 workshops and seminars arranged by the Ministry's operations offices, and 139 training packages were designed for client use.

### **Destinations East**

This year, we approved the first major Destinations East capital project – a 200-slip expansion of Kingston's Confederation Basin Marina. The city received a \$240,000 grant toward the \$800,000 project. Expected to create a million dollars a year in total income, the expanded marina will be a major boon to the Kingston economy.

Destinations East also provides incentive loans for capital construction and commercial marina projects, and grants for festivals and events, feasibility and planning studies, marketing and investment sourcing.

## **O**PÉRATIONS

### **Étroite collaboration avec nos partenaires**

Les conseillers en place dans nos 23 bureaux locaux sont non seulement responsables de l'administration des programmes du ministère, mais sont aussi les yeux et les oreilles du ministère, et ils maintiennent une relation étroite avec nos clients partout dans la province. Les conseillers aident nos partenaires à se procurer les outils dont ils ont besoin pour être concurrentiels dans la nouvelle économie mondiale et pour relever le défi que représente l'évolution rapide de la société ontarienne.

### **Groupe de travail de Temagami**

À Temagami, en janvier, six conseillers en tourisme de trois régions ont formulé une stratégie de développement touristique pour Temagami en vue de diversifier l'économie de cette région qui repose sur les matières premières. On a élaboré un plan d'exploitation qui identifie des emplacements possibles pour les nouvelles installations, attractions et marinas ainsi que de nouveaux marchés.

### **Participation au développement dans le Nord**

Nous nous sommes associés au ministère des Richesses naturelles pour définir un processus d'identification des terres de la Couronne ayant un potentiel touristique et de

mise en vente de ces terres. Ce processus permettra aux investisseurs d'identifier rapidement les sites disponibles.

Nous avons en outre incité le MRN à étudier le potentiel touristique des parcs provinciaux. Le plan de développement du parc provincial Sleeping Giant, près de Thunder Bay, qui a été élaboré à la suite de cette demande, permet la construction d'une auberge de taille respectable et de haute qualité.

### **Activités de formation**

Le développement des ressources humaines est une des priorités de toutes les régions. Cette année, plus de 7 800 participants se sont inscrits à un total de 290 ateliers et séminaires mis sur pied par les bureaux des opérations du ministère. En outre, 139 programmes de formation ont été conçus pour la clientèle.

### **Destinations Est**

Cette année, nous avons approuvé le premier grand projet d'immobilisations dans le cadre du programme Destinations Est – la construction de 200 appontements à la marina du bassin Confederation. La ville de Kingston a reçu une subvention de 240 000 \$ pour son projet de 800 000 \$. Après les travaux d'agrandissement, on prévoit que la marina rapportera un million de dollars par année en revenus et constituera un atout précieux pour l'économie de Kingston.

## **Destinations North**

Destinations North incentive loans to build quality resorts and attractions are the Ministry's most powerful tool in helping to diversify the North's economic base. Projects assisted this year include the new Leisure Inn in Haileybury to anchor the community's waterfront revitalization plan, and a new air service to improve access to northwest resorts.

Complementing Destinations North is the NOR-FUND program providing grants for feasibility and planning studies, facilities marketing and promotion of events and attractions.

## **Northern highway travel enhanced**

So far, 17 communities are building or improving travel information centres with assistance from the Northern Ontario Tourist Information Centres Enhancement (NOTICE) program. The program is also developing rest areas and upgrading rest stops. Under this program, four ministries, with MTR in the lead, are investing \$15 million to improve roadside amenities along northern highways.

## **Recreation plant strengthened**

This year, we invested \$28 million for capital grants to build new community recreation facilities and conserve existing ones. More than 500 projects received support,



from soccer fields in the Kenora district to an Olympic-size arena at Caledon Teen Ranch, a charitable organization in central Ontario.

We also brought our capital grant approval process into step with the municipal budgeting and planning cycle. Most capital grants were announced in January, allowing communities to move ahead with construction.

## **Co-ordinated planning**

The Ministry is encouraging co-ordinated planning among its community recreation partners. For example, the Loyalist Parkway which opened in eastern Ontario



Le programme Destinations Est accorde également des prêts d'encouragement pour les projets de construction d'immobilisations et de marinas commerciales, ainsi que des subventions pour les festivals et les activités spéciales, les études de faisabilité et de planification, la commercialisation et la recherche de sources de capitaux.

### **Destinations Nord**

Les prêts d'encouragement accordés dans le cadre du programme Destinations Nord pour la construction de centres de villégiature et d'attractions de qualité constituent le meilleur outil du ministère pour diversifier l'économie du Nord. Parmi les projets que nous avons financés cette année, on note la nouvelle Leisure Inn à Haileybury, qui verra la réalisation du plan de revitalisation du secteur riverain de cette localité, ainsi qu'un nouveau service aérien qui améliorera l'accès aux centres de villégiature du Nord-Ouest.

Le programme NOR-FUND sert de complément au programme Destinations Nord. Il procure des subventions pour des études de faisabilité et de planification, la commercialisation des installations et la promotion des activités spéciales et des attractions.

### **Mise en valeur du tourisme sur les routes du Nord**

Jusqu'à présent, 17 localités construisent ou améliorent leurs centres de renseignements touristiques grâce à une

aide financière accordée dans le cadre du Programme d'amélioration des centres de renseignements touristiques du Nord de l'Ontario (NOTICE). Le programme prévoit en outre la construction d'aires de repos et l'amélioration des aires de services. Dans le cadre de ce programme, quatre ministères, le MTL en tête, investissent 15 millions de dollars en vue d'améliorer les installations situées en bordure des routes du Nord.

### **Amélioration du secteur des loisirs**

Cette année, nous avons investi 28 millions de dollars en subventions d'immobilisations pour la construction de nouvelles installations de loisirs communautaires et le maintien des installations déjà en place. Plus de 500 projets ont bénéficié d'un appui financier, notamment des terrains de soccer dans le district de Kenora et un stade de dimensions olympiques au Caledon Teen Ranch, une œuvre de bienfaisance du Centre de l'Ontario.

Nous avons en outre intégré le processus d'approbation des subventions d'immobilisations au cycle de planification et de budgétisation municipale. La plupart des subventions d'immobilisations ont été annoncées en janvier, permettant ainsi aux localités d'amorcer leurs travaux de construction.

### **Coordination de la planification**

Le ministère encourage la coordination de la planification entre ses partenaires des loisirs communautaires.

last fall is the product of co-operation by 12 municipalities and four ministries. We helped fund a master plan to co-ordinate the upgrading of historical, cultural and transportation facilities, while preserving the route's natural features.

## CORPORATE MANAGEMENT SERVICES

### **Human Resources**

The Ministry developed a human resources Strategic Plan, a planning process as well as a management development plan. These provide the framework, tools and mechanisms allowing managers to enhance their human resource practices, and accelerate their contributions to the Government-wide Planning for People goals.

### **Employment Equity**

The Ministry this year was recognized as a leader in employment equity in the Ontario government, as we moved to implement our new Equity Strategy. Orientation sessions were held for all MTR staff and workshops were offered to Ministry and agency management personnel. Trainers in each division now form the nucleus of an Employment Equity Network to serve as liaison with employees.

We produced a video, now being used by other provincial ministries, to increase employment equity awareness.

A comprehensive Equity Review also examined the Ministry's employment practices to identify barriers to target groups, as well as our services to the public. This information will be incorporated in action plans in 1989-1990.

Par exemple, la promenade des Loyalistes, qui a été ouverte l'automne dernier dans l'Est de l'Ontario, est le fruit de la collaboration entre quatre ministères et douze municipalités. Nous avons participé au financement d'un important plan de coordination de la rénovation des installations historiques, culturelles et de transport, tout en préservant les caractéristiques naturelles de cet itinéraire.

## SERVICES DE GESTION DU MINISTÈRE

### Ressources humaines

Le ministère a élaboré un plan stratégique sur les ressources humaines, un processus de planification et un programme de perfectionnement du personnel de direction, qui procurent à ce dernier le cadre, les outils et les mécanismes lui permettant d'améliorer ses méthodes de gestion des ressources humaines, et de contribuer plus vite aux objectifs du programme gouvernemental de planification des ressources humaines.

### Équité d'emploi

Cette année, le ministère du Tourisme et des Loisirs, qui a mis en œuvre sa nouvelle stratégie d'équité, a été reconnu comme étant un leader en matière d'équité d'emploi dans la fonction publique de l'Ontario. Des séances d'orientation ont été organisées pour tout le personnel du MTL et des ateliers ont été mis sur pied pour le personnel de direction du ministère et de ses organismes. Les instructeurs de chaque division forment maintenant le noyau d'un réseau d'équité d'emploi qui assure la liaison avec les employés.

Nous avons créé un film vidéo, dont se servent d'autres ministères provinciaux, pour faire mieux comprendre l'équité d'emploi.



### **Information Technology**

The Ministry implemented an office automation pilot project and obtained Management Board approval for an Information Technology Strategic Plan. We initiated a proposal to acquire a corporate minicomputer, integrated office system, data communications network and a relational data base management system. It introduced a Helpline to assist more than 350 MTR personal computer users.

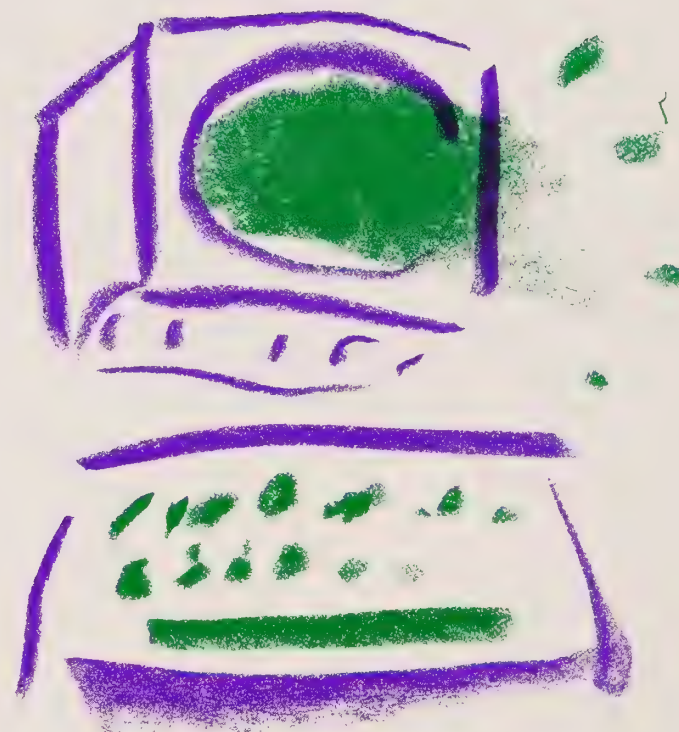
### **Audit Services**

The Ministry conducted 14 internal audits touching on all Ministry divisions and three agencies, including major audits of human resources management and information technology, in line with the expanded scope of the internal audit function.

### **Finance and Administration**

We finalized the Ministry's corporate planning manual for management staff, which documents internal planning processes and government planning requirements. We introduced our own purchasing operation to replace a shared service with another ministry.

Our agency relations staff also organized the introduction, enactment and implementation of legislation



confirming the Metro Toronto Convention Centre and the Ottawa Congress Centre as Crown agencies.

### **New Agency Relations Office**

A review of agency relations functions led to the establishment of a separate office effective April 1, 1989.

Its mandate is to strengthen the relationship between the Ministry and its operational agencies.

Une étude détaillée sur l'équité a aussi examiné les pratiques d'emploi du ministère en vue d'identifier les barrières auxquelles font face certains groupes cibles, et les services que nous offrons au public. Ces renseignements seront incorporés dans les plans d'action de 1989-1990.

### **Technologie de l'information**

Le ministère a mis en œuvre un projet-pilote de bureautique et obtenu l'approbation du Conseil de gestion concernant un plan stratégique sur l'informatique. Nous avons proposé l'acquisition d'un mini-ordinateur d'entreprise, d'un système de bureautique intégré, d'un réseau de communication de données et d'un système de gestion de base de données relationnelles. Nous avons instauré une ligne ouverte pour aider plus de 350 utilisateurs d'ordinateurs personnels.

### **Services de vérification**

Le ministère a effectué quatorze vérifications internes touchant toutes les divisions du ministère et trois de ses organismes, dont celles, particulièrement importantes, sur la gestion des ressources humaines et l'informatique, conformément à la portée élargie de la vérification interne.

### **Finances et administration**

Nous avons achevé le manuel de planification ministérielle destiné au personnel de gestion. Ce manuel présente les procédés de planification interne et les exigences du gouvernement en matière de planification. Nous avons mis en place notre propre méthode d'achat pour remplacer le service partagé avec un autre ministère.

Notre personnel de liaison avec les organismes s'est en outre chargé du dépôt, de l'adoption et de l'application d'une nouvelle législation visant à faire du Palais des congrès du Toronto métropolitain et du Centre des congrès d'Ottawa des organismes de la Couronne.

### **Création d'un bureau de relations avec les organismes**

Un examen des fonctions de liaison avec les organismes a mené à la création d'un bureau qui entrerait en fonction le 1<sup>er</sup> avril 1989. Ce bureau a pour mandat de renforcer les liens entre le ministère et ses organismes d'exploitation.

## COMMUNICATIONS

The Branch continued to co-ordinate communications planning for Ministry initiatives this year. It implemented the plans and produce speeches, media releases and events, and a number of corporate publications.

A branch-produced corporate video on Employment Equity was adopted by the provincial government, while a speech delivered by the Minister to the Northern Ontario Tourist Outfitters shared honours as best speech of the year at the 1989 Forum Awards.

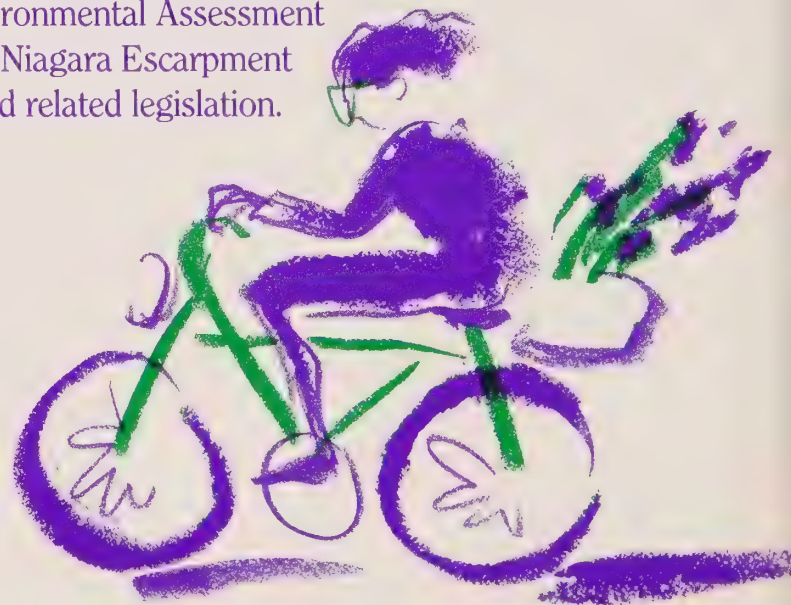
### **French Language Services**

The Ministry's French Language Implementation Plan was approved by the FLS Commission this year, as the Ministry moved closer to the November, 1989 deadline for government-wide implementation of Bill 8. Information sessions reached 70 per cent of Ministry staff and the remaining employees will be reached by November.

## STRATEGIC PLANNING

This year, the Ministry implemented the first phase of a formal strategic planning system, and identified issues and trends which impact on tourism and recreation. The contentious issues process was refined and a policy submission inventory system was established, as part of continuing improvements to the Ministry's policy planning capabilities.

The Ministry provided responses on a variety of policy items and the interests and concerns of the tourism and recreation sectors were identified through MTR responses to over 300 projects, under the Environmental Assessment Act, the Niagara Escarpment Plan, and related legislation.





## COMMUNICATIONS

La Direction a continué à coordonner la planification des communications dans les principales initiatives du ministère cette année. Elle a mis en œuvre les projets et préparé des discours, communiqués de presse, et manifestations spéciales, ainsi que bon nombre de publications ministérielles.

Les gouvernements fédéral et provincial ont adopté un vidéo sur l'équité d'emploi préparé par la Direction des communications, et un discours prononcé par le ministre devant la Northern Ontario Tourist Outfitters a partagé les honneurs de meilleur discours de l'année lors de la remise des prix Forum 1989.

### **Services en français**

Le plan d'application des services en français du ministère a été approuvé par la Commission des services en français, à l'approche de la date limite d'entrée en vigueur du projet de loi 8, c'est-à-dire novembre 1989. Soixante-dix pour cent du personnel du ministère a déjà participé aux séances d'information et les autres 30 pour 100 feront de même d'ici novembre.

## PLANIFICATION STRATÉGIQUE

Cette année, le ministère a mis en œuvre la première phase d'un système de planification stratégique officiel et a identifié les problèmes et les tendances qui influent sur le tourisme et les loisirs. Le processus de règlement des questions litigieuses a été affiné et un système d'inventaire des politiques soumises a été créé. Ces deux initiatives faisaient partie du plan d'amélioration des aptitudes de planification du ministère.

Le ministère a donné des réponses sur une variété de sujets liés à des politiques, et les intérêts et les inquiétudes des secteurs du tourisme et des loisirs ont pu être identifiés grâce aux réponses que le MTL a fourni à plus de 300 projets aux termes de la *Loi sur les évaluations environnementales*, le Plan de l'escarpement du Niagara et d'autres lois.

## **A**GENCIES AND ATTRACTIONS

### **Anniversary preparations at Sainte-Marie**

Huronias Historical Parks prepared to commemorate the 350th anniversary of the founding of Sainte-Marie among the Hurons – the first European settlement in Ontario. Celebrations throughout 1989 will highlight the birthplace of French Ontario and among the first contacts between Native and European cultures.

The Huronia Education Foundation was created, providing funds for educational programs at both Sainte-Marie and its sister Huronia Historical Parks attraction, the restored 19th century Historic Naval and Military Establishment at Penetanguishene.

### **Metro Toronto Convention Centre hits**

#### **80% occupancy**

Canada's largest convention centre again led the North American convention centre industry, reaching a record-breaking 80 per cent occupancy. It hosted 530 events including the Economic Summit, the 21,000-delegate American Bar Association, and the Toronto International Auto Show, which drew a record-breaking attendance of 226,000 people.

Total revenue increased over 15 per cent from the previous year and the Centre again operated at financial self-sufficiency. Convention delegates booked a record

410,000 room nights in area hotels and the facility generated a total economic impact in excess of \$127 million.

### **Niagara Parks Commission plans second century**

In 1988-89 the Niagara Parks Commission published a visionary document that outlines plans for the next five, 20 and 100 years. The report is the product of 16 months of discussion and planning with area municipalities, provincial ministries, the private sector and the public. The long-range blueprint calls for development of the Niagara River corridor to encourage and extend visitation to the whole area from Lake Ontario to Lake Erie.



### **Old Fort William experience enhanced**

Approval was granted to proceed with the planning and designing of a \$5.2 million visitor information centre, at this popular Thunder Bay tourist attraction. Construction of the project, to include a restaurant, gift shop, reception area and orientation exhibit, is slated to begin in September of 1989.

## **O**RGANISMES ET ATTRACTIONS

### **Préparation des célébrations à Sainte-Marie**

Les Parcs historiques de la Huronie préparent les célébrations pour commémorer le 350<sup>e</sup> anniversaire de la fondation de Sainte-Marie au pays de Hurons, première colonie européenne en Ontario. Les célébrations, qui se dérouleront tout au long de 1989, seront axées sur la première colonie franco-ontarienne et l'un des premiers points de contact entre les autochtones et les Européens.

La Fondation de la Huronie pour l'éducation a été créée cette année. Elle offre des fonds pour les programmes d'éducation à Sainte-Marie et aux Établissements historiques navals et militaires, bâtiments du 19<sup>e</sup> siècle restaurés, qui sont situés à Penetanguishene et constituent l'autre attraction exploitée par les Parcs historiques de la Huronie.

### **Le taux d'occupation du Palais des congrès du Toronto métropolitain atteint 80 pour 100**

Le plus grand palais des congrès au Canada a de nouveau été à la tête de l'industrie des congrès en Amérique du Nord, atteignant un niveau d'occupation record de 80 pour 100. Il recevait 530 conférences, telles que le Sommet économique, le congrès de l'American Bar Association, regroupant 21 000 délégués, ainsi que

le Salon international de l'automobile de Toronto, qui attirait le nombre record de 226 000 personnes.

Les revenus ont augmenté de plus de 15 pour 100 par rapport à l'année précédente, et le Centre a maintenu son autosuffisance financière. Les congressistes ont réservé plus de 410 000 nuitées dans les hôtels de la région, et le Palais a eu des retombées économiques de plus de 127 millions de dollars.

### **La Commission des parcs du Niagara planifie pour les cent prochaines années.**

En 1988-1989, la Commission des parcs du Niagara a publié un document qui décrit ses projets pour les cinq, vingt et cent ans à venir. Le rapport est le produit de 16 mois de discussion et de planification avec les municipalités de la région, les ministères provinciaux et les secteurs privé et public. Le projet à long terme prévoit le développement de la région du Niagara comme attraction permanente en vue d'encourager les touristes à explorer l'ensemble de la région qui s'étend du lac Ontario au lac Érié.

### **Mise en valeur du Vieux Fort William**

La planification et la conception d'un centre d'information touristique de 5,2 millions de dollars ont été approuvées pour cette populaire attraction touristique de Thunder Bay. La construction, qui comprend un restaurant, une boutique de souvenirs, un hall d'accueil



A new historic wagon ride program drew more than 14,000 visitors. A second wagon will be added in the 1989 season at the re-created inland headquarters of the North West Company. Banquet business was up 39 per cent this year as the Fort booked engagements ranging from wedding receptions to business meetings.

### **New lottery game**

The Ontario Lottery Corporation (OLC) develops and manages lotteries on behalf of the Province to raise funds for public purposes. This year, the OLC launched a new on-line game, Pick-3.

A significant milestone was reached in March 1989 when the 14-year-old corporation transferred its three billionth dollar in lottery profits to the province. The OLC continued to plan the relocation of its headquarters to Sault Ste. Marie, scheduled for fall 1991.

### **Ontario Place draws 2.3 million**

Ontario Place remains the second most popular leisure complex in the Toronto area, attracting 2.3 million visitors in 1988-89. New in 1988 were two challenging nine-hole mini-golf courses, a boat shuttle service between the Centre Entrance Plaza and West Island, and a bus shuttle between Ontario Place and the downtown area including Union Station.

The Forum remains Ontario's premier showcase. Eighty per cent of its 212 performances were of Canadian talent. Many of the attractions, including Children's Village, Forum, Cinesphere, Waterfall Showplace, and the Discovery and Imagination Theaters are free with admission, making Ontario Place one of the finest values in North America.

### **Ottawa Congress Centre**

Delegates to the 426 events held at the Ottawa Congress Centre in 1988-89 booked nearly 73,000 hotel room nights and spent \$17.3 million locally. Major events included the annual convention of the U.S. National Institute of Governmental Purchasing, the Sixth World Water Congress and the 1,000 delegate convention of the Canadian Orthopaedic Association.

### **Fort Henry Guard hails golden anniversary**

The Fort Henry Guard celebrated its 50th anniversary in 1988. The Guard is world-famous for Ceremonial Retreats at Kingston's Old Fort Henry, operated by the St. Lawrence Parks Commission. The celebrations culminated in a season finale with Lieutenant Governor Lincoln Alexander as reviewing officer.



et une exposition d'orientation, devrait débiter au mois de septembre 1989.

Le nouveau programme de visite historique en train a attiré plus de 14 000 personnes. Un second train sera ajouté en 1989 aux quartiers généraux recréés de la Compagnie du Nord-Ouest. Les recettes des banquets augmentaient de 39 pour 100 cette année, et on accueillait diverses activités, notamment des réceptions et des réunions d'affaires.

### **Nouvelle loterie**

La Société des loteries de l'Ontario conçoit et gère des loteries au nom de la province en vue d'amasser des fonds qui serviront à la mise en œuvre de projets publics. Cette année, la Société a instauré une nouvelle loterie appelée Pick-3.

Un jalon important a été atteint en mars 1989 lorsque la Société, créée il y a 14 ans, a transféré ses trois milliards de profits découlant des loteries à la province. La Société a continué à planifier le déménagement de son siège social à Sault Ste. Marie prévu pour l'automne 1991.

### **La Place Ontario attire 2,3 millions de visiteurs**

La Place Ontario demeure au deuxième rang des complexes de loisirs de la région de Toronto. En 1988-1989, elle a attiré 2,3 millions de visiteurs. Cette année, on a ajouté deux mini terrains de golf de neuf trous, un

service de navette en bateau entre la Centre Entrance Plaza et l'île occidentale, et un service de transport par autobus entre la Place Ontario et le centre-ville, y compris la gare Union.

Le Forum est toujours l'endroit de choix pour les spectacles en Ontario. Quatre-vingt pour cent des 212 spectacles ont été donnés par des artistes canadiens. De nombreuses attractions, notamment le Village des enfants, le Forum, la Cinésphère, Waterfall Showplace et les théâtres Discovery et Imagination, sont gratuites pour les personnes qui ont acquitté les droits d'entrée, ce qui fait de la Place Ontario l'une des attractions les plus intéressantes en Amérique du Nord.

### **Le Centre des congrès d'Ottawa**

Les délégués qui ont pris part aux 426 événements au Centre des congrès d'Ottawa en 1988-1989 ont réservé près de 73 000 nuitées dans les hôtels et apporté 17,3 millions de dollars à l'économie locale. Parmi les activités qui s'y sont déroulées, on note le congrès annuel du U.S. National Institute of Government Purchasing, le sixième Congrès mondial des ressources en eau et le congrès de l'Association canadienne d'orthopédie qui regroupait 1 000 délégués.

### **La garde du Fort Henry fête son 50<sup>e</sup> anniversaire**

La garde du Fort Henry, qui est exploité par la Commission des parcs du Saint-Laurent, a célébré son



The Commission also operates Upper Canada Village near Morrisburg, which is internationally rated as a “must see” historic attraction, as well as a 4,000 hectare parks system along the St. Lawrence River and numerous other facilities.

### **St. Clair Parkway Commission delights boaters**

The St. Clair Parkway Commission recorded another busy year at its popular campgrounds, beaches and other recreational facilities along the St. Clair River and Lake St. Clair. The Commission's Sarnia Bay Marina scored highest of 20 facilities surveyed by the Ontario Marina Operators Association in 1988-1989. Guests rated the location, amenities and 24-hour security as the best on the Great Lakes.

### **Big Thunder stages ski championships**

Big Thunder National Ski Training Centre, operated by Thunder Bay Ski Jumps Ltd., continued to provide world-class training and competition facilities to athletes from around the world.

In December, Big Thunder hosted the World Cup of Ski Jumping Competition, which attracted entrants from 17 nations. This was followed in January by the Canadian Small Hills Championships that brought top junior athletes from across the country. The Nordic Combined World Champion was also crowned at the



National Training Centre this year, at the first ever World Cup Nordic Combined in March, 1989.

### **Trillium Foundation supports volunteer efforts**

The Trillium foundation provides voluntary social service agencies with access to lottery funds. Managed by a volunteer Board of Directors, the foundation awards grants to voluntary province-wide organizations operating with local branches across Ontario and to independent social service organizations in northern Ontario. During 1988-89, the regional program expanded into southeastern Ontario.

Over the past six years Trillium has granted and pledged more than \$100 million to further the work of 300,000 volunteers serving 1.3 million clients.



50<sup>e</sup> anniversaire en 1988. Elle est connue mondialement pour son cérémonial de la retraite au vieux Fort Henry à Kingston. Les célébrations ont atteint un point culminant avec la visite du lieutenant-gouverneur Lincoln Alexander en tant qu'officier d'inspection.

La Commission gère en outre le Village du Haut-Canada près de Morrisburg. Ce village, qui est constitué d'un réseau de parcs de 4 000 hectares le long du fleuve Saint-Laurent, est considéré sur la scène internationale comme une attraction historique que l'on se doit de visiter.

### **La Commission de la promenade St. Clair fait la joie des plaisanciers**

La Commission de la promenade St. Clair a connu une nouvelle année de grande activité sur ses populaires terrains de camping, ses plages et dans ses autres installations récréatives situés le long de la rivière et du lac St. Clair. Parmi les installations qui ont fait l'objet d'une étude par l'Ontario Marina Operators Association en 1988-1989, la marina de la baie de Sarnia, exploitée par la Commission, a obtenu les meilleurs résultats. Les touristes ont déclaré que l'emplacement, les installations et la sécurité 24 heures sur 24 étaient les meilleurs dans la région des Grands Lacs.

### **Big Thunder accueille les championnats de ski**

Le Centre national d'entraînement de skieurs Big Thunder, exploité par Tremplins de ski de Thunder Bay

Ltée, a continué à offrir un entraînement de classe internationale et des installations de compétition aux athlètes du monde entier.

Au mois de décembre, Big Thunder a accueilli la Coupe du monde de saut à ski, à laquelle participaient des athlètes de 17 pays. Cette compétition a précédé la tenue, en janvier, des Championnats canadiens des petits tremplins auxquels ont participé les meilleurs athlètes juniors du pays. Le Centre national d'entraînement a également couronné, cette année, le champion du monde de ski nordique combiné lors de la première coupe du monde de combiné nordique qui s'est déroulée en mars 1989.

### **La Fondation Trillium appuie les efforts des bénévoles**

La Fondation Trillium offre des fonds tirés des loteries aux organismes bénévoles de services sociaux. Gérée par un conseil de bénévoles, la Fondation accorde des subventions aux organismes à rayonnement provincial qui offrent leurs services par l'entremise de succursales locales, ainsi qu'à des groupes indépendants du Nord de l'Ontario. En 1988-1989, on a procédé à l'expansion du programme régional dans le Sud-Est de l'Ontario.

Au cours des six dernières années, la Fondation Trillium a versé ou s'est engagée à verser plus de 100 millions de dollars pour venir en aide aux 300 000 bénévoles qui servent 1,3 million de clients.

Ministry of Tourism and Recreation  
Financial Data 1988/89

Ministry Administration Program	Main Office	\$ 2,168,713
	Planning and Administration Services	5,361,399
	Information Services	1,794,557
	Ontario Trillium Foundation	17,000,000
	<b>Total for Ministry Administration</b>	<b>\$ 26,324,669</b>
Tourism Development Program	Program Administration	399,538
	Tourism Industry Development	5,405,186
	Tourism Marketing Development	28,949,002
	<b>Total for Tourism Development</b>	<b>\$ 34,753,726</b>
Parks and Attractions Program	Huronian Historical Parks	3,106,665
	Old Fort William	3,497,108
	Ontario Place Corporation	5,393,000
	St. Lawrence Parks Commission	15,261,089
	St. Clair Parkway Commission	746,694
	Thunder Bay Ski Jumps Ltd.	1,187,000
	Ottawa Congress Centre	391,000
	Toronto Convention Centre	4,642,000
	<b>Total for Parks and Attractions</b>	<b>\$ 34,224,556</b>
Recreation, Sports and Fitness Program	Program Administration	550,449
	Recreation	3,318,590
	Sports and Fitness	20,112,090
	<b>Total for Recreation, Sports and Fitness</b>	<b>\$ 23,981,129</b>
Tourism and Recreation Operations Division	Tourism and Recreation Operations	62,071,364
	<b>Ministry Total:</b>	<b>\$181,355,444</b>

**Ministère du tourisme et des loisirs**  
**Données financières 1988/1989**

<b>Programme d'administration du ministère</b>	Administration centrale	2 168 713 \$
	Services de planification et d'administration	5 361 399
	Services d'information	1 794 557
	Foundation Trillium de l'Ontario	17 000 000
	<b>Total – Administration du ministère</b>	<b>26 324 669 \$</b>
<b>Programme de développement du tourisme</b>	Administration du programme	399 538
	Développement de l'industrie touristique	5 405 186
	Commercialisation touristique	28 949 002
	<b>Total – Développement du tourisme</b>	<b>34 753 726 \$</b>
<b>Programme des parcs et des attractions</b>	Parcs historiques de la Huronie	3 106 665
	Vieux Fort William	3 497 108
	Société d'exploitation de la Place Ontario	5 393 000
	Commission des parcs du Saint-Laurent	15 261 089
	Commission de la promenade St. Clair	746 694
	Tremplins de ski de Thunder Bay Ltée	1 187 000
	Palais des congrès d'Ottawa	391 000
	Palais des congrès du Toronto métropolitain	4 642 000
	<b>Total – Parcs et attractions</b>	<b>34 224 556 \$</b>
<b>Programme des loisirs, des sports et de conditionnement physique</b>	Administration du programme	550 449
	Loisirs	3 318 590
	Sports et conditionnement physique	20 112 090
	<b>Total – Loisirs, sports et conditionnement physique</b>	<b>23 981 129 \$</b>
<b>Division des opérations, tourisme et loisirs</b>	Opérations, tourisme et loisirs	62 071 364 \$
	<b>Total – Ministère</b>	<b>181 355 444 \$</b>



## Southwestern Region

### **London**

255 Dufferin Avenue  
Suite 601  
London, Ontario  
N6A 5K6  
(519) 679-7156  
1-800-265-4730

### **Windsor**

250 Windsor Avenue  
6th Floor  
Windsor, Ontario  
N9A 6V9  
(519) 256-4919  
1-800-265-1330

### **Kitchener**

30 Duke Street West  
4th Floor  
Kitchener, Ontario  
N2H 3W5  
(519) 578-3600  
1-800-265-6361

### **Hanover**

427 - 10th Street  
2nd Floor  
Hanover, Ontario  
N4N 1P8  
(519) 364-1626  
1-800-265-5520

### **Owen Sound**

Nor-Towne Plaza  
Suite 107  
1131 Second Avenue East  
Owen Sound, Ontario  
N4K 2J1  
(519) 376-3875

## Central Region

### **Toronto**

700 Bay Street  
8th Floor  
Toronto, Ontario  
M5G 1Z6  
(416) 965-0283

### **St. Catharines**

15 Church Street  
Suite 404  
St. Catharines, Ontario  
L2R 3B5  
(416) 684-2345  
1-800-263-2441

### **Barrie**

34 Simcoe Street  
Suite 302  
Barrie, Ontario  
L4N 6T4  
(705) 737-3301  
1-800-461-4499

### **Huntsville**

42 King William Street  
Huntsville, Ontario  
P0A 1K0  
(705) 789-4448

### **Hamilton**

119 King Street West  
8th Floor  
Hamilton, Ontario  
L8N 3Z9  
(416) 521-7244

## Eastern Region

### **Ottawa**

10 Rideau Street  
4th Floor  
Ottawa, Ontario  
K1N 9J1  
(613) 566-3725  
1-800-267-9340

### **Kingston**

1055 Princess Street  
Suite 304  
Kingston, Ontario  
K7L 5T3  
(613) 545-4350  
1-800-267-0225

### **Peterborough**

305 Stewart Street  
Peterborough, Ontario  
K9J 3N2  
(705) 748-3711  
1-800-461-7629

### **Brockville**

2211 Parkedale Avenue  
Brockville, Ontario  
K6V 6B2  
(613) 342-5522  
1-800-267-8138

## Northeast Region

### **Sudbury**

199 Larch Street  
4th Floor  
Sudbury, Ontario  
P3E 5P9  
(705) 675-4346  
1-800-461-4004

### **North Bay**

147 McIntyre Street West  
2nd Floor  
North Bay, Ontario  
P1B 2Y5  
(705) 474-3821  
1-800-461-9563

### **Sault Ste. Marie**

499 Queen Street  
2nd Floor  
Sault Ste. Marie, Ontario  
P6A 1Z9  
(705) 942-3751  
1-800-461-2409

### **Timmins**

22 Wilcox Street  
2nd Floor  
Timmins, Ontario  
P4N 3K6  
(705) 267-7117  
Zenith 8-1610

## Northwest Region

### **Thunder Bay**

3rd Floor  
West Arthur Place  
1265 Arthur Street East  
Thunder Bay, Ontario  
P7E 6E7  
(807) 623-5592

### **Dryden**

479 Government Road  
P.O. Box 3000  
Dryden, Ontario  
P8N 3B3  
(807) 223-2271

### **Fort Frances**

616 Mowat Avenue  
P.O. Box 815  
Fort Frances, Ontario  
P9A 1Z3  
(807) 274-3259

### **Kenora**

808 Robertson Street  
P.O. Box 5140  
Kenora, Ontario  
P9N 3X9  
(807) 468-6481



## Région du sud-ouest

### **London**

255, avenue Dufferin  
Bureau 601  
London (Ontario)  
N6A 5K6  
(519) 679-7156  
1-800-265-4730

### **Windsor**

250, avenue Windsor  
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### **Kitchener**

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(519) 578-3600  
1-800-265-6361

### **Hanover**

427, 10<sup>e</sup> rue  
2<sup>e</sup> étage  
Hanover (Ontario)  
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1-800-265-5520

### **Owen Sound**

Nor-Towne Plaza  
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1131, avenue Second est  
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## Région du centre

### **Toronto**

700, rue Bay  
8<sup>e</sup> étage  
Toronto (Ontario)  
M5G 1Z6  
(416) 965-0283

### **St. Catharines**

15, rue Church  
Bureau 404  
St. Catharines (Ontario)  
L2R 3B5  
(416) 684-2345  
1-800-263-2441

### **Barrie**

34, rue Simcoe  
Bureau 302  
Barrie (Ontario)  
L4N 6T4  
(705) 737-3301  
1-800-461-4499

### **Huntsville**

42, rue King William  
Huntsville (Ontario)  
P0A 1K0  
(705) 789-4448

### **Hamilton**

119, rue King ouest  
8<sup>e</sup> étage  
Hamilton (Ontario)  
L8N 3Z9  
(416) 521-7244

## Région de l'est

### **Ottawa**

10, rue Rideau  
4<sup>e</sup> étage  
Ottawa (Ontario)  
K1N 9J1  
(613) 566-3725  
1-800-267-9340

### **Kingston**

1055, rue Princess  
Bureau 304  
Kingston (Ontario)  
K7L 5T3  
(613) 545-4350  
1-800-267-0225

### **Peterborough**

305, rue Stewart  
Peterborough (Ontario)  
K9J 3N2  
(705) 748-3711  
1-800-461-7629

### **Brockville**

2211, avenue Parkedale  
Brockville (Ontario)  
K6V 6B2  
(613) 342-5522  
1-800-267-8138

## Région du nord-est

### **Sudbury**

199, rue Larch  
4<sup>e</sup> étage  
Sudbury (Ontario)  
P3E 5P9  
(705) 675-4346  
1-800-461-4004

### **North Bay**

147, rue McIntyre ouest  
2<sup>e</sup> étage  
North Bay (Ontario)  
P1B 2Y5  
(705) 474-3821  
1-800-461-9563

### **Sault Ste. Marie**

499, rue Queen  
2<sup>e</sup> étage  
Sault Ste. Marie (Ontario)  
P6A 1Z9  
(705) 942-3751  
1-800-461-2409

### **Timmins**

22, rue Wilcox  
2<sup>e</sup> étage  
Timmins (Ontario)  
P4N 3K6  
(705) 267-7117  
Zenith 8-1610

## Région du nord-ouest

### **Thunder Bay**

3<sup>e</sup> étage  
West Arthur Place  
1265, rue Arthur est  
Thunder Bay (Ontario)  
P7E 6E7  
(807) 623-5592

### **Dryden**

479, chemin Government  
C.P. 3000  
Dryden (Ontario)  
P8N 3B3  
(807) 222-1111

### **Fort Frances**

616, avenue Mowat  
C.P. 8  
Fort Frances (Ontario)  
P9A 1Z3  
(807) 274-1259

### **Kenora**

808, rue Robertson  
C.P. 5140  
Kenora (Ontario)  
P9N 3X9  
(807) 468-6481

## Agencies, Boards and Commissions

### Membership at March 31, 1989

#### Advisory Committee on Sport, Fitness and Recreation Safety

##### *Chairman*

Doug Ferguson, Ajax

##### *Vice Chairman*

Dr. Charles Tator, Toronto

##### *Members*

Dr. Mary Keyes, Hamilton  
Dr. Noelle Grace, Toronto  
Marg Thomson, Thunder Bay  
Guy Lemieux, Sudbury  
Dr. Darwin Semotiuk, London  
Bob McKinnon, Oakville  
Harvey Singleton, Oakville

#### Huronian Historical Advisory Council

##### *Chairman*

Rev. James J. Farrell, Midland

##### *Members*

Rev. Patrick Boyle, Toronto  
Paul James Delaney, Midland  
Frances Ellen Ferguson, Midland  
Sharon B.A. Leyshon, Stayner  
Raymond Mickevicius, Stayner  
France Diane Picard, Penetanguishene  
Edward G. Pleva, London  
Andre Gilbert Sarazin, Penetanguishene  
Alphonse Joseph Shawana,  
Lake Wikwenikong

#### Metro Toronto Convention Centre

##### *Chairman*

Thomas Davidson, Toronto

##### *President/CEO*

John O. Maxwell, Toronto

##### *Members*

Samuel Bresler, Mississauga  
David Chorley, Weston  
William Duron, Toronto  
Stephen M. Pustil, Toronto  
Elizabeth Tory, Toronto  
Paul Franklin Henderson, Toronto

Mildred Margaret Istona, Toronto  
Roger A. Lindsay, Toronto  
Marc Lipman, Toronto  
Charles Johnston Magwood, Toronto  
Walter George Oster, Toronto

#### Niagara Parks Commission

(as of March 31, 1988)

##### *Hon. Chairman*

James Allan, Dunnville

##### *Chairman*

Pamela Harding Verrill Walker,  
St. Davids

##### *Vice Chairman*

Archie Katzman, St. Catharines

##### *Commissioners*

Alderman Wayne Campbell,  
Niagara Falls  
Robert Basil Edgar, St. Catharines  
Mary Margaret George, Fort Erie  
John Holer, Niagara Falls  
Lord Mayor Stanley Ignatczyk,  
Niagara-on-the-Lake  
Brian E. Merrett, Niagara Falls  
Carolyn Mary Reid, Thorold  
Philip Joseph Sottile, Niagara Falls  
Dr. Patricia K. Teal, Fort Erie  
Mayor John T. Teal, Fort Erie

#### Old Fort William Advisory Committee

##### *Chairman*

Ruth Armstrong, Thunder Bay

##### *Vice Chairman*

Diane Marie Petryna, Thunder Bay

##### *Members*

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Thunder Bay  
Emmons F. Lindmeir, Eagle River  
Richard Lyons, Thunder Bay  
Jeanne Bertrand McLean, Thunder Bay  
Elaine J. Olson, Thunder Bay  
Ingrid Paterson, Thunder Bay  
Brien O'Brien, Thunder Bay

#### Ontario Lottery Corporation

##### *Chairman*

Walter Stothers, Thornhill

##### *Vice Chairman*

Sandra McKinnon Jolley, Toronto

##### *Members*

Anne Beatrice Bender, Mississauga  
Donald Kenneth Jackson, Toronto  
Chan Yeung Kang, Downsview  
James David Meekison, Toronto  
David Polowin, Ottawa

#### Ontario Place Corporation

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##### *Vice Chairman*

Robert G. C. Copeland, Terra Cotta

##### *Ex Officio*

Jim Keenan (DM), Toronto

##### *Members*

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Marilyn Frances Hahn, Toronto  
Fereydoun Kasravi, Don Mills  
Thomas Michael Landers, Belleville  
Christos Antoniou, Aurora  
Susan Colleen Millingen, Toronto  
Julio Osvaldo Navarro, Sudbury  
Liisa Alma Savijarvi, Bracebridge  
Christina M. Schmalz, Walkerton  
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#### Ontario Trillium Foundation

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##### *Vice Chairman*

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Patrick E. Cooney, Toronto  
Michael R.L. Davies, Kingston  
William A. Dimma, Toronto  
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Carol J. Johnston, London  
John C. Lamacraft, Toronto  
David A. Lewis, Toronto  
Christine M. McClelland, St. Catharines  
Ron R.I. Moro, Windsor  
Lawrence C.M. Murray, Toronto  
Jacqueline Neatby, Ottawa  
Roger R. Obonsawin, Toronto  
Lloyd W. Perry, Toronto  
Donald Grant Pierce, Don Mills  
Barbara Polhill, Dryden  
Rudy Putns, Hamilton  
Carolyn J. Sinclair, Sudbury  
Jean Teron, Ottawa  
Allan Arlett, Toronto  
Ruth J. Walker, Sault Ste. Marie  
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#### Ottawa Congress Centre

##### *Chairman*

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##### *Members*

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Charleen Corbet, Ottawa  
Ruth Frieman, Ottawa  
Andy Haydon, Ottawa  
Billy Joe, Ottawa  
Max Keeping, Ottawa  
Pauline Ida King, Ottawa  
Arthur J.M. Lamarche, Kanata  
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#### St. Lawrence Parks Commission

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Robert James Good, Kingston  
Valerie Gruno, Kemptville  
Grant Haskin, Mallorytown  
Terrence Desmond Hicks, Kingston  
Anne-Marie Levesque, Cornwall  
Della Patricia McKay, Brockville  
Alice Kathleen McKeown Amherstview  
Rene William Struthers,  
Summerstown

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Ernie Marchiori, Thunder Bay  
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## Membres des organismes, conseils d'administration et commissions

Au 31 mars 1989

### Comité consultatif sur la sécurité dans le domaine des sports, du conditionnement physique et des loisirs

#### Président

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#### Vice-président

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#### Membres

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Dr Noelle Grace, Toronto  
Marg Thomson, Thunder Bay  
Guy Lemieux, Sudbury  
Dr Darwin Semotiuk, London  
Bob McKinnon, Oakville  
Harvey Singleton, Oakville

### Conseil consultatif historique de la Huronie

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#### Membres

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Paul James Delaney, Midland  
Frances Ellen Ferguson, Midland  
Sharon B.A. Leyshon, Stayner  
Raymond Mickevicius, Stayner  
France Diane Picard, Penetanguishene  
Edward G. Pleva, London  
André Gilbert Sarazin, Penetanguishene  
Alphonse Joseph Shawana, Lake Wikwenikong

### Palais des congrès du Toronto métropolitain

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Thomas Davidson, Toronto

#### Président-directeur général

John O. Maxwell, Toronto

#### Membres

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David Chorley, Weston  
William Duron, Toronto  
Stephen M. Pustil, Toronto

Elizabeth Tory, Toronto  
Paul Franklin Henderson, Toronto  
Mildred Margaret Istone, Toronto  
Roger A. Lindsay, Toronto  
Marci Lipman, Toronto  
Charles Johnston Magwood, Toronto  
Walter George Oster, Toronto

### Commission des parcs du Niagara (au 31 mars 1988)

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James Allan, Dunnville

#### Présidente

Pamela Harding Verrill Walker, St. Davids

#### Vice-président

Archie Katzman, St. Catharines

#### Commissaires

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Robert Basil Edgar, St. Catharines  
Mary Margaret George, Fort Erie  
John Holer, Niagara Falls  
Son honneur le maire Stanley Ignatczyk, Niagara-on-the-Lake  
Brian E. Merrett, Niagara Falls  
Carolyn Mary Reid, Thorold  
Philip Joseph Sottile, Niagara Falls  
Dr Patricia K. Teal, Fort Erie  
John T. Teal, maire, Fort Erie

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Ruth Armstrong, Thunder Bay

#### Vice-présidente

Diane Marie Petryna, Thunder Bay

#### Membres

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Chan Yeung Kang, Downsview  
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Christina M. Schmalz, Walkerton  
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#### Vice-président

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David A. Lewis, Toronto  
Christine M. McClelland, St. Catharines  
Ron R.I. Moro, Windsor  
Lawrence C.M. Murray, Toronto  
Jacqueline Neatby, Ottawa  
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Lloyd W. Perry, Toronto  
Donald Grant Pierce, Don Mills  
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Rudy Putns, Hamilton  
Carolyn J. Sinclair, Sudbury  
Jean Teron, Ottawa  
Allan Arlett, Toronto  
Ruth J. Walker, Sault Ste. Marie  
Helen Whiteside, Peterborough  
Dr Gary C. Yee, Toronto

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#### Membres

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Charleen Corbet, Ottawa  
Ruth Frieman, Ottawa  
Andy Haydon, Ottawa  
Billy Joe, Ottawa  
Max Keeping, Ottawa  
Pauline Ida King, Ottawa  
Arthur J.M. Lamarche, Kanata  
Robert E. McElligott, Ottawa  
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Joseph Edwin Johnston, Port Lambton  
Robert Langstaff, Comté de Lambton  
Jane Marsh, Comté de Lambton

Stella M. Milway, Sarnia  
P. O'Brien, conseiller municipal, Sarnia  
Larry O'Rourke, Chatham  
Yashio Shimizu, Wallaceburg  
Hector Van Damme, Comté de Kent

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#### Commissaires

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William D. Dillabough, Morrisburg  
Robert James Good, Kingston  
Valerie Gruno, Kemptville  
Grant Haskin, Mallorytown  
Terrence Desmond Hicks, Kingston  
Anne-Marie Levesque, Cornwall  
Della Patricia McKay, Brockville  
Alice Kathleen McKeown, Amherstview  
Rene William Struthers, Summerstown

### Tremplins de ski de Thunder Bay Ltée

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Roger Patola, Thunder Bay

#### Vice-président

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#### Tresorier

A. Bradshaw, Thunder Bay

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Andrew Coffey, Thunder Bay  
Douglas Clarke, Thunder Bay  
Arlene Corness, Thunder Bay  
Frank Gartrell, Thunder Bay  
Dr George Gwodzecky, Thunder Bay  
Clifford Hudson, Thunder Bay  
Ms. Gordie Garriock, Thunder Bay  
Ernie Marchiori, Thunder Bay  
Dr J.L. Remus, Thunder Bay  
George Patrick Smith, Thunder Bay  
Stewart Wallace, Thunder Bay









Ministry of Tourism and Recreation  
Province of Ontario  
Queen's Park  
Toronto, Canada  
M7A 2R9

Ken Black, Minister

Ministère du Tourisme et des Loisirs  
Province de l'Ontario  
Queen's Park  
Toronto, Canada  
M7A 2R9

Ken Black, ministre

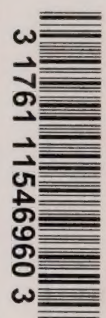






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